

# 2012 CGIAR Stakeholder Perceptions Survey

## *Final Public Report*

Prepared by GlobeScan

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GLOBE SCAN



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May 2013

# Notes to Readers

- A Stakeholder Survey Committee was appointed by the CGIAR Consortium Office in September 2012 to define and guide the most relevant issues of the survey. This committee was comprised of Kenton Dashiell (DDG Partnerships and Capacity Building, IITA), Fiona Chandler (Director Communications and Donor Relations, WorldFish Center), Graham Thiele (RTB Director), Sonja Vermeulen (CCFAS Head Of Research), Teunis Van Rheenen (Coordinator for Partnership in the Partnership, Impact Assessment and Capacity Strengthening Unit, IFPRI), and Mark Holderness (GFAR Executive Director). Daniela Alfaro (Policy Advisor), with the support of Martin Olivera (Research Assistant), led the process from the Consortium Office.
- Please note that all figures in the charts and tables of this report are expressed in percentages unless otherwise noted. Total percentages may not add to 100 because of rounding. “DK/NA” means “Don’t know / no answer.”

# Table of Contents

Key Findings	5
Introduction	7
Methodology	9
Profile of Respondents	11
Detailed Report	
Global Partnership Insights	14
Overall Perceptions of CGIAR	15
Partnership Drivers Analysis	29

## Key Findings

- CGIAR's stakeholders are generally satisfied with their partnership with CGIAR, with only one in ten, overall, expressing dissatisfaction. However, when it comes to quality, perceptions are somewhat less favourable.
- CGIAR is seen to be delivering well in areas related to its mission and function – Expertise, Research Outputs and Outcomes. Stakeholders have favourable perceptions of CGIAR's global and sector expertise, and conducting research that addresses development challenges that leads to outcomes. However, these areas have a relatively weaker impact on overall perceptions than others.
- There is great opportunity for CGIAR to improve perceptions across the dimensions related to building and sustaining relationships – Collaboration, Capacity Building, Accessibility, and Transparency. These areas are currently the strongest drivers of satisfactory and quality partnerships, but are the weakest performing areas for CGIAR and they suggest some misalignment between the organisation and its partners.
- CGIAR's external communications are favourably received by stakeholders – communication is regarded as timely and insightful – however, there are feelings that the organisation could do more when it comes to transparency. Stakeholders favour in-person communication, but they are also keen for more opportunity to learn about CGIAR via its website and downloadable reports.
- While perceptions across geographies and partner types generally follow the same trend, it is evident that CGIAR does better among those partners with which it works most frequently – academics, research institutes, etc. These groups also tend to be prominent in influencing the opinions of others and are considered to be the most important groups for CGIAR to partner with. These findings suggest that CGIAR has a strong foundation for building positive stakeholder perceptions.
- Perceptions of partnerships with CRPs vary somewhat. In some cases, CRPs are perceived more favourably than CGIAR, and in others not. However, in many cases, it was duly noted by respondents that the CRP structure is very much in its infancy which makes it difficult for some to assess.

## Implications

- This survey is a baseline for CGIAR and it will provide CGIAR with inputs into a partnership performance management system. CGIAR is now equipped with the knowledge of what matters, the ability to prioritize actions, manage expectations and influence how it wishes to be perceived moving forward. Refocusing efforts and engaging with partners in the areas that matter will work to improve perceptions.
- The results indicate misalignment between what is important in partnerships and where CGIAR's strengths lie. CGIAR may wish to gain a better understanding of why partners feel this way and what the organisation can do to improve through direct interaction with partners.
- CGIAR has a very broad and diverse mix of stakeholders. Because of this variance, flexible strategies for engaging partners may be necessary – a one-size-fits-all approach may not be viable. However, in the spirit of collective learning and collaboration, CGIAR should be encouraged to share best practices across CRPs and geographies.

## Considerations

- A recommended next step would be to undertake a qualitative dialogue with key partners (at CRP level) to better understand where and why gaps exist and to share the learning broadly across the organisation as well as externally.
- Convening a working group of internal and external stakeholders aimed at understanding and improving stakeholder perceptions could have a two-fold benefit – it should help CGIAR to understand and tackle issues relating to partnership, but it would also demonstrate collaboration and the organisation's commitment to improving relationships.
- We recommend monitoring stakeholder perceptions via regular surveys and also through direct contact. Take advantage of CGIAR's website and other printed material as opening the lines of communication will demonstrate transparency and will improve overall awareness of CGIAR's many activities and initiatives.
- Prioritize partnerships – given the importance of relationships and collaboration to CGIAR's ability to meet its goals, consider adjusting CGIAR's strategy to place even greater emphasis on partnerships. This will inevitably require an organisational culture shift.
- Further demonstrate commitment to improving partnerships and transparency by sharing the results of the survey with partners and socializing the research internally.

# Introduction



# Introduction

## Introduction

- Strong, collaborative partnerships are vital to the success of CGIAR. As such, CGIAR commissioned GlobeScan to undertake a global survey of current and important potential stakeholders and partner organisations.
- The purpose of the survey is to gain insight into how stakeholders perceive the organisation to be performing with regard to partnership, and to also gain a better understanding about how it currently partners with its stakeholders.

## Objectives

- The primary goal of the 2012 CGIAR Stakeholder Perceptions Survey is to equip the CGIAR Consortium with a better understanding of how its stakeholders and partners perceive CGIAR and CRPs, and to obtain an external perspective on working partnerships with and within the organisation. The data generated can be input into a performance management system while providing benchmark data that can be tracked and assessed over time.
- Specifically, the main objectives of the survey include:
  - Benchmark partner/stakeholder perceptions of the newly reformed CGIAR, specifically each of the CGIAR Research Programs (CRPs);
  - Obtain baseline insights into partnerships by understanding how its many stakeholders/partners currently work and collaborate with the organisation and CRPs and to identify where—in terms of partnerships—strengths, weaknesses, and opportunities exist;
  - Provide strategic direction to the CGIAR Consortium on how it can further enhance its ‘partner experience’ by providing input into a performance management system and the development of KPI’s, strategies, and targets.

- Please note that all figures in the charts and tables of this report are **expressed in percentages unless otherwise noted**. Total percentages may not add to 100 because of rounding. “DK/NA” means “Don’t know / no answer.”
- Additional and more detailed results (i.e., by stakeholder type, region, etc.) are located in the accompanying data tables.



# Methodology



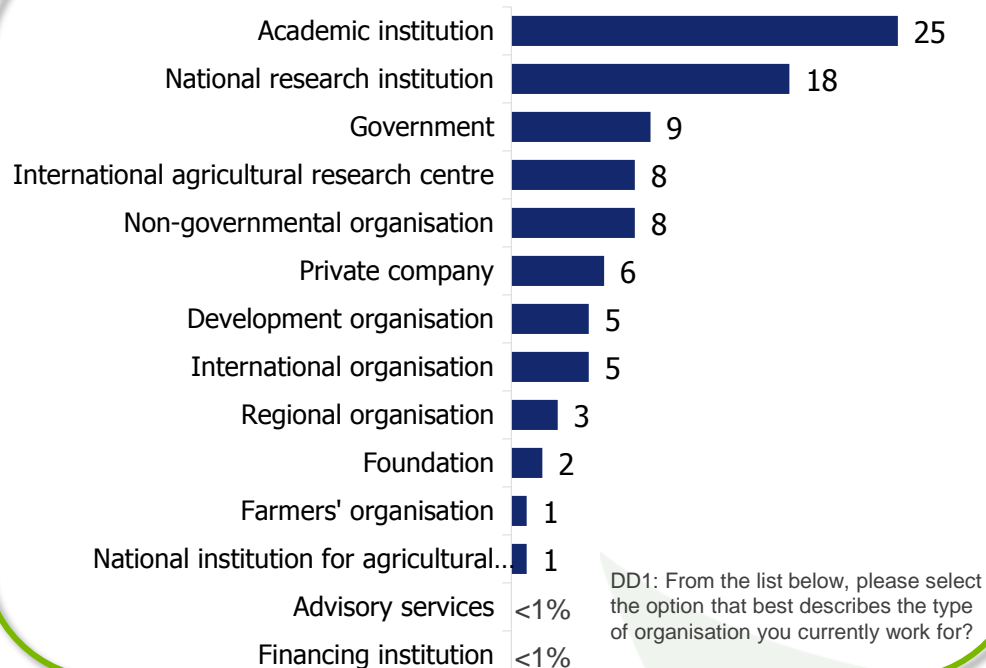
# Methodology

## Methodology

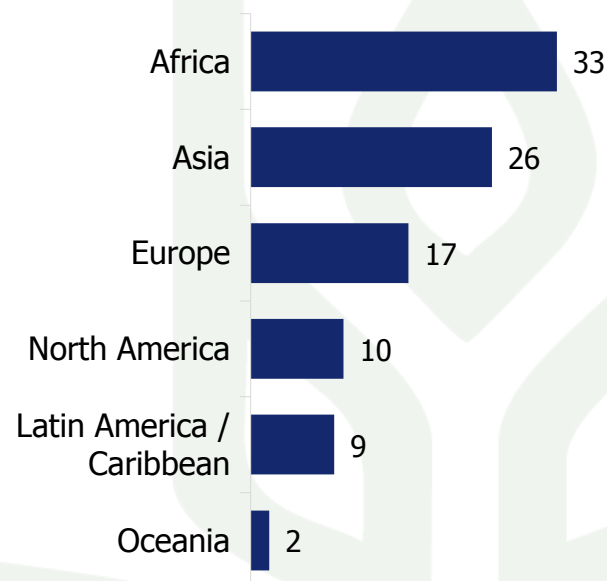
- Respondents were drawn from stakeholder and partner lists compiled by the CGIAR Consortium Office using inputs from CRPs and GFAR which provided the list of GCARD II participants.
- The Consortium and the 16 CRPs produced 3,938 unique contacts to be invited to participate in the survey. Lists were comprised of current, past, and potential partners and with representation across CGIAR's operating regions.
- Stakeholders were notified of the impending perceptions survey at the GCARD 2 conference in October 2012 and also in an introductory letter from the Consortium Office which was sent to all identified stakeholders.
- In total, 1071 stakeholders completed the survey between December 14, 2012 and January 18<sup>th</sup>, 2013, resulting in a 27 percent completion rate. With undeliverable email addresses excluded, the overall response rate is 30 percent.

# Profile of Respondents

## Partner Type

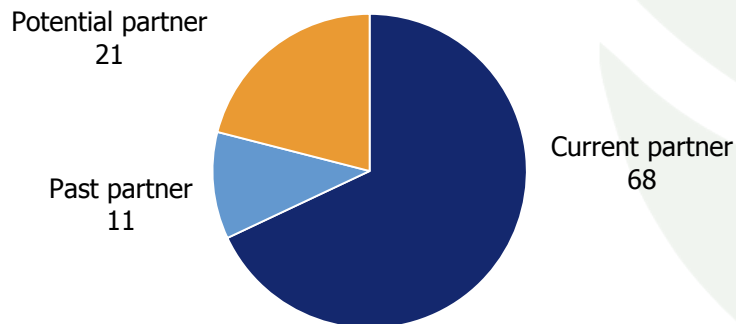


## Respondent's Location



DD2. In which country are you primarily based?

## Relationship with CGIAR



DD6. Are you currently a partner or collaborator of the CGIAR Consortium, its Centres, or CGIAR Research Programs?

# Profile of Respondents

By Partner Type and Region, 2012

Partner Type	Africa	Latin America / Caribbean	Asia	Oceania	Europe	North America
Academic institution (universities, colleges, etc.)	17	16	25	39	37	46
International agricultural research centre	9	3	9	13	9	5
Development organisation	6	2	3	4	9	8
Foundation	1	5	1	0	1	8
Financing institution	1	0	0	0	0	0
Government	10	13	7	13	6	11
Farmers' organisation	1	5	1	0	1	0
National research institution	23	23	24	30	6	1
National institution for agricultural extension	1	1	1	0	0	0
Advisory services	0	1	0	0	1	1
Non-governmental organisation	10	2	13	0	4	5
Private company	7	7	5	0	6	6
International organisation	4	5	2	0	12	2
Regional organisation	4	6	3	0	1	0
Other (please specify)	4	8	4	0	8	8
No answer	3	1	1	0	0	1

# Profile of Respondents

By Partner Type and Partner Status, 2012

Partner Type	Current partner	Former partner	Potential partner
Academic institution (universities, colleges, etc.)	26	26	24
International agricultural research centre	10	3	5
Development organisation	5	7	4
Foundation	2	3	1
Financing institution	0	0	1
Government	8	10	10
Farmers' organisation	1	2	3
National research institution	19	17	14
National institution for agricultural extension	1	0	1
Advisory services	0	1	0
Non-governmental organisation	6	6	15
Private company	6	3	5
International organisation	5	5	4
Regional organisation	3	1	3
Other (please specify)	3	13	6
No answer	4	3	4

# **Detailed Report: Global Partnership Insights**



# Summary:

## Overall Perceptions of CGIAR

### Awareness

- **Awareness of CGIAR is widespread across survey respondents. Almost all respondents have at least heard of CGIAR, but familiarity with the specifics of its work varies by region, partner type and relationship.**
  - Current partners express the highest levels of familiarity. They know of CGIAR and are very familiar with the specifics of its work. Potential partners are most likely to be aware of CGIAR but unfamiliar with its work.
  - Respondents in Latin America and Asia have the lowest levels of familiarity with CGIAR, but these regions do have the highest frequency of potential partners.
  - Traditional partners of CGIAR – academia, research institutes, international and regional organisation – express the highest degrees of familiarity (i.e., 'very familiar with specifics') while familiarity among government, NGOs, and private sector respondents is more subdued.

### Development Outcomes

- **CGIAR's current performance in addressing its development outcomes is perceived as generally good. However, lack of awareness by up to 20 percent of respondents suggests an opportunity for CGIAR to improve or increase communication and messaging about how its work is addressing these development priorities specifically.**
  - Of the four development outcomes tested, CGIAR receives its strongest ratings on improving food security, with 72 percent rating CGIAR's performance to date positively (i.e., ratings of 7, 6, or 5 on a 7-point scale).
  - Perceptions are somewhat less favourable on improving health and nutrition and reducing rural poverty. However, there is quite a sizable proportion of respondents that do not know enough about CGIAR's activities to provide a rating.

# Summary:

## Overall Perceptions of CGIAR

### Gender

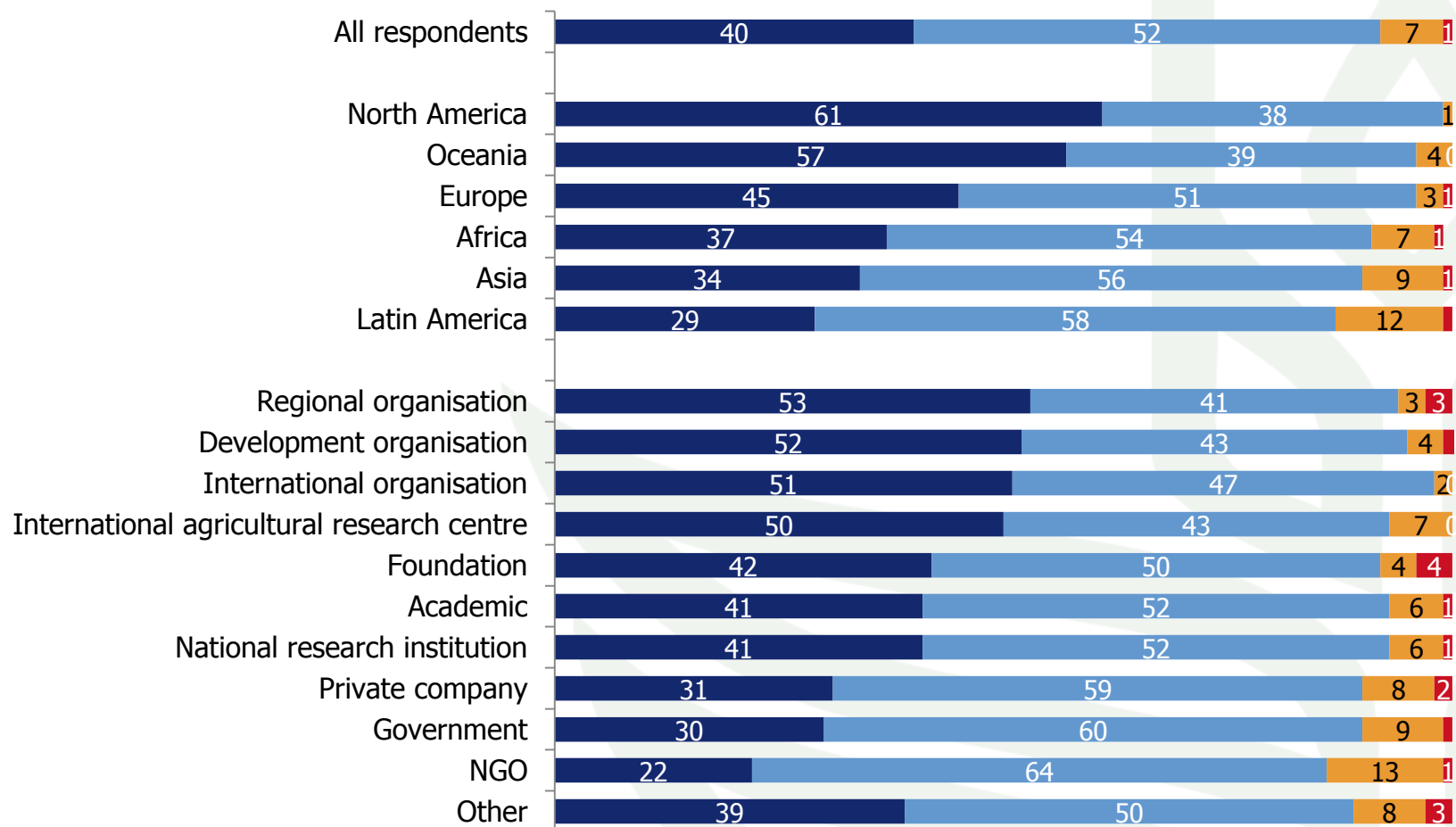
- **Respondents are generally favourable of CGIAR's current performance on its gender strategy – half of respondents give CGIAR positive ratings across each of the four gender dimensions.**
  - However, there remains a significant proportion of respondents that are not familiar enough with CGIAR's activities in these areas (such as integrating gender analysis into research topics, promoting gender equality and diversity in all of its partnerships and in the workplace, and producing research that results in significant benefits for poor women) to provide a rating.
  - Respondents with lower levels of familiarity overall, including potential partners, are more likely to have not answered the question.
  - Respondents in Africa and Asia – where CGIAR has the greatest presence – tend to rate CGIAR more favourably than others and are also more likely to have provided an answer.
  - Male respondents tend to be more favourable than female respondents across all four gender dimensions, perhaps suggesting an opportunity for CGIAR to work with and engage partners on its gender strategy.



# Familiarity with CGIAR

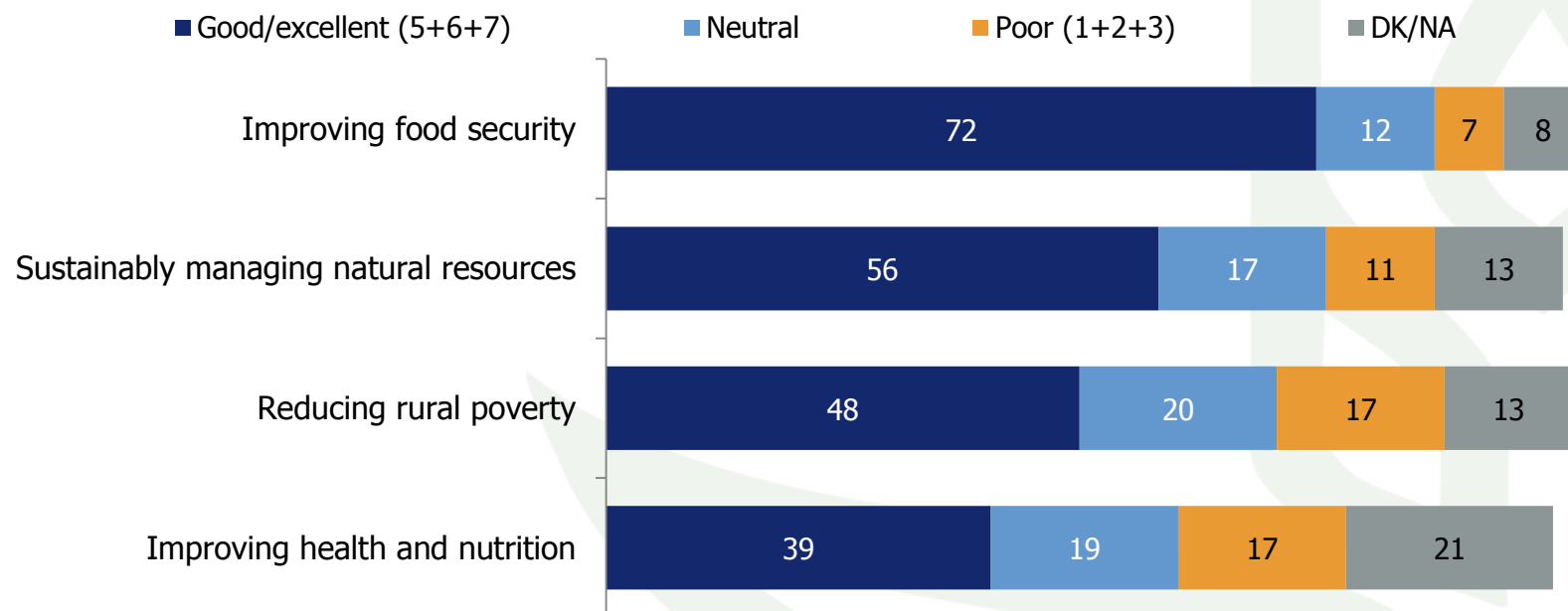
All Respondents, by Region and Partner Type, 2012

■ Heard of CGIAR, very familiar ■ Heard of CGIAR, somewhat familiar ■ Heard of CGIAR, unfamiliar ■ Not at all familiar



# Progress on CGIAR's Development Outcomes

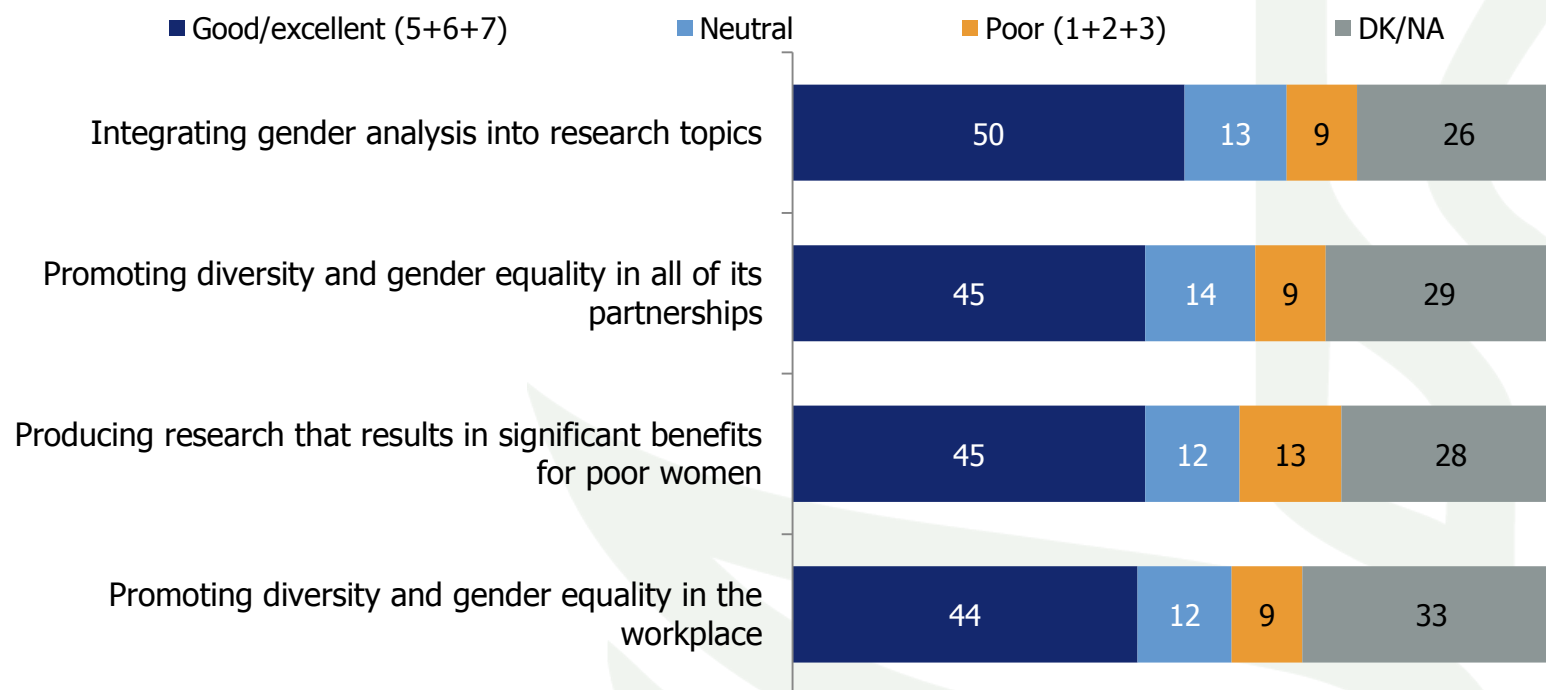
All Respondents, 2012



Q2. How would you rate CGIAR's overall performance to date in addressing the following development outcomes? Please use a scale of 1 to 7, where 1 means "very poor" and 7 means "excellent." (Asked to those familiar with CGIAR,  $n=1058$ )

# CGIAR's Performance on Gender

All Respondents, 2012



Q10. How would you rate the CGIAR's performance in the following areas related to gender? Please use a scale of 1 to 7, where 1 means "very poor" and 7 means "excellent."

# Summary:

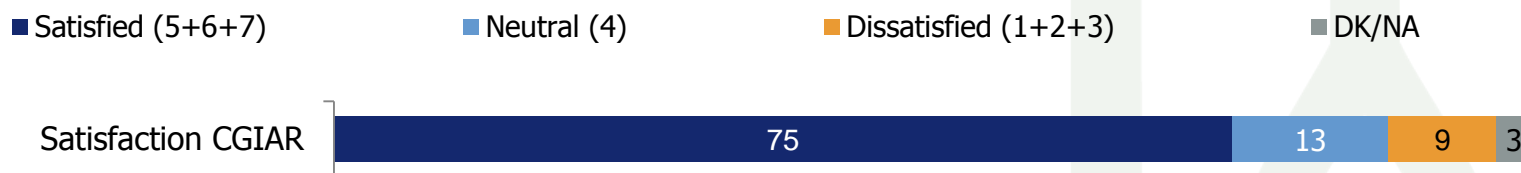
## Perceptions of Partnership

### Satisfaction and Quality

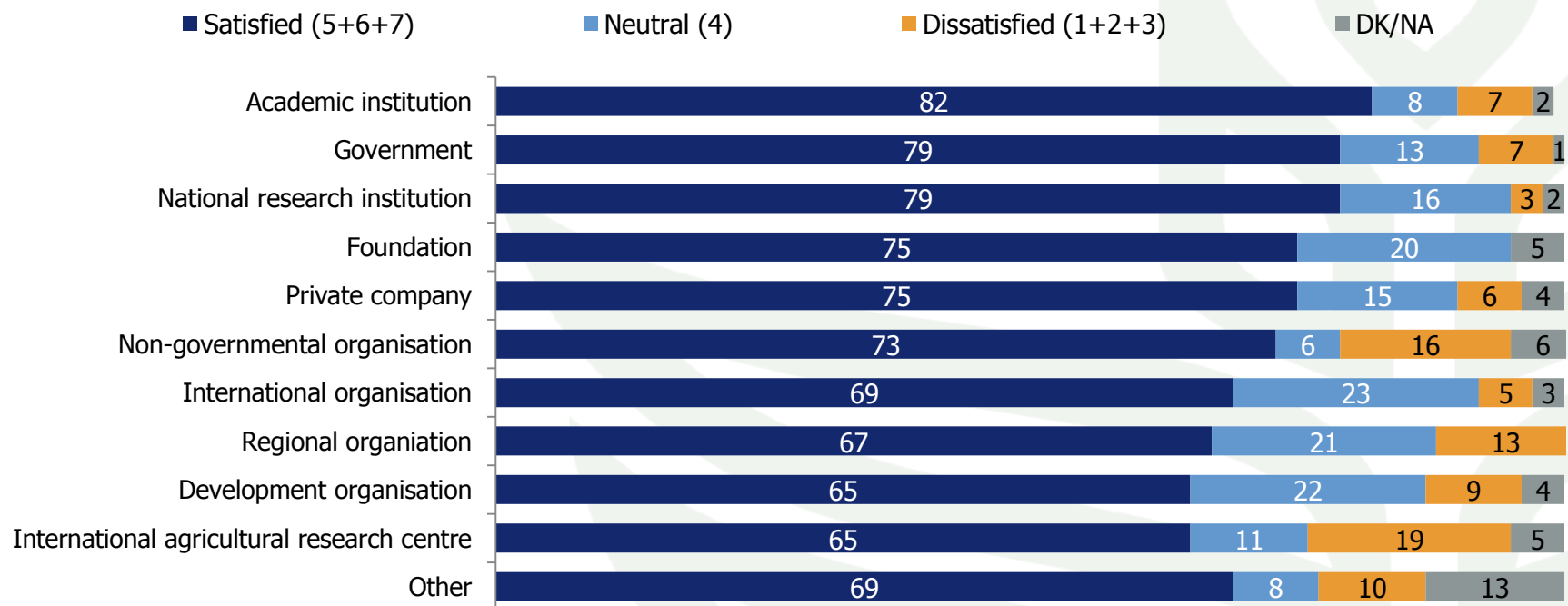
- **Current and past partners are generally satisfied with their partnership with CGIAR.**
  - On average, three-quarters of respondents indicate they are satisfied with the partnership (i.e., ratings of 5 or 6 or 7 on a 7-point scale). Only one in ten respondents feel negatively about their partnership with CGIAR.
  - Academics, government and national research institutes tend to express the highest levels of satisfaction with CGIAR partnership.
  - While opinions are mainly favourable, NGOs and international agriculture research centers express the highest levels of discontent with partnerships, with up to two in ten reporting dissatisfaction.
- **Overall, partners are satisfied with CGIAR partnership and generally feel that the quality of their relationship with CGIAR is better than that of partnerships with other international organisations.**
  - However, perceptions of quality slightly lag those of overall satisfaction, especially among partners in academia, where quality trails satisfaction by 22 points.
  - The same trend is also evident by region, where the gap between satisfaction and quality is especially pronounced in Latin America and Oceania.

# Satisfaction with Partnership

Current, Former Partners, 2012



## By Partner Type, 2012



Q6. Overall, how satisfied are you with your partnership or collaboration with the CGIAR generally? Please use a scale of 1 to 7, where 1 means 'not at all satisfied' and 7 means 'completely satisfied.'

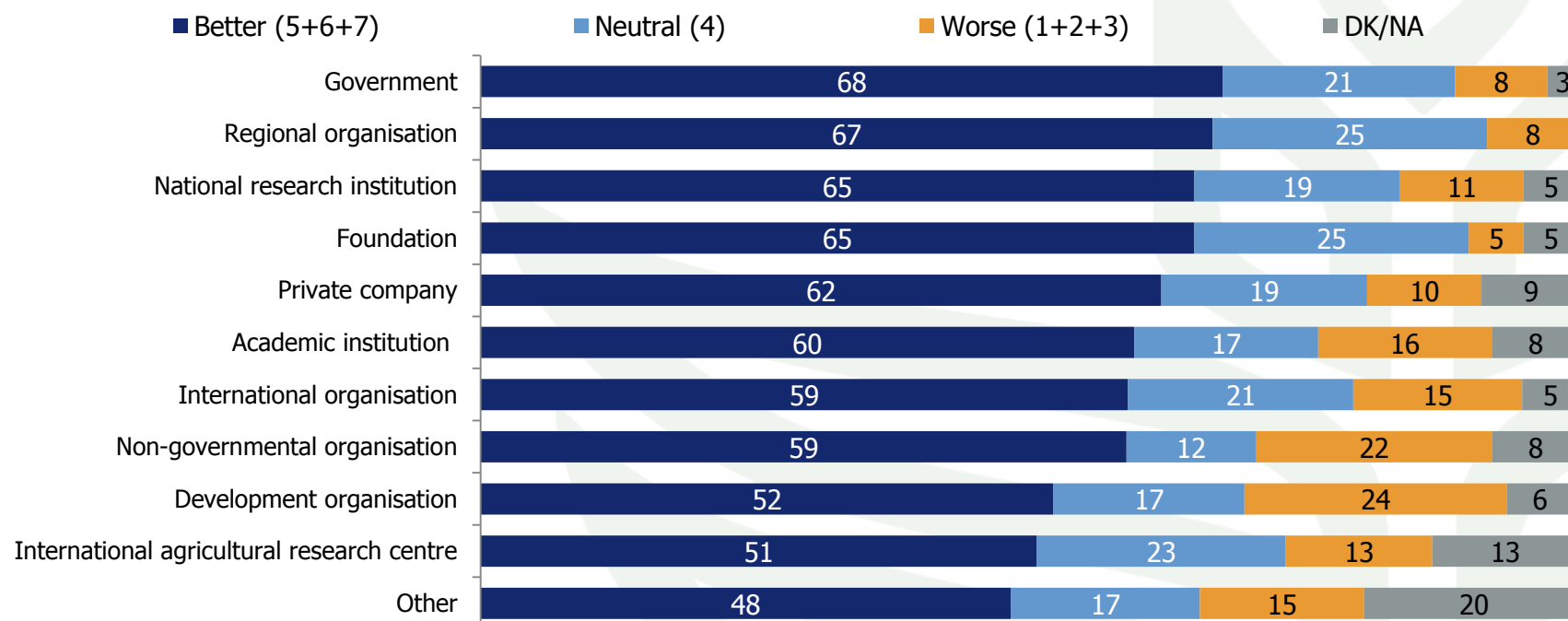
N=836

# Quality of Partnership

All Respondents, 2012



By Partner Type, 2012



Q7. Compared with your partnership with other international organisations you may work with, how would you rate the overall quality of your organisation's partnership with CGIAR?

## Unprompted, All Respondents, 2012

CGIAR has **brought in all stakeholders** to analyze the problems at hand. They have also involved **relevant agencies/institutes** who excel in their respective fields to perform the research.

**g new  
gies**

A centralized organisation on an international level.  
**International reputation.**

Ability to **convene** diverse stakeholders around ARD issues

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# Strengths of CGIAR (1)

Unprompted, All Respondents, 2012

- CGIAR's resources, both human and physical are seen as an asset to the organisation.
- Collaboration across the global CGIAR network, and with external stakeholders makes best use of CGIARs resources.

*"The greatest strength of CGIAR is its strong collaborative network on research and development"*  
*"Global coverage"*

- One of the most beneficial aspects to CGIAR's global span is its presence in developing countries.

*"Network of centres, sites and collaborators across the developing world"*

- This presence in the global south, together with CGIARs credibility in terms of its staff quality give it a real advantage in both training and working on global issues.

*"Encouraging and enhancing collaboration in R&D topics and issues across countries in developing regions"*

Q4t. What do you see as the CGIAR's greatest strength?



# Strengths of CGIAR (2)

Unprompted, All Respondents, 2012

- Related to its strength in terms of training is CGIAR's ability with capacity building.  
*"Capacity building in skills needed for technology dissemination."*  
*"Capacity building of partners in developing countries"*
- Without doubt the most often cited strength of CGIAR is the quality of its research.  
*"Its research and knowledge"*  
*"High quality research that is focused on specific areas/regions."*
- Related to the quality of research is the perceived stability, and quantity, of funding.  
*"funding stability"*  
*"long-term sustained funding"*
- This access to funds gives CGIAR the capacity to effectively fund others.  
*"funds for agri research"*  
*"Good opportunities for research funding of local scientists, MS and PhD students"*

## Weakness of CGIAR

## Unprompted, All Respondents, 2012

CGIAR has multi-level institutional collaboration. The weakness is in establishing the links between the institutions

The inability of CGIAR to systemically implement its research findings in countries that need it through extension services, etc.

Small coverage of capacity building across stakeholders



Needs to be more links between research and with the design and development of public policies.

it is weak in involving non-state actors and professionals from developing countries.

Complex organisation, possibility of duplication of efforts and resources

Internal politics and competition for resources

The research does not reach the intended target regularly i.e. research dissemination is poor and reaches only a few international development agents not so much the local organisations that might directly benefit from research results.

Note: The chart is simply based on frequency of key words mentioned and is meant to provide a brief summary of what is top-of-mind. Qualitative interpretation is advised. The larger the word, the more frequently it was mentioned by respondents. Please refer to the following slides for contextual interpretation. Note that in this instance, stakeholders are not necessarily describing the research as a weakness, but rather research as it related to implementation, extension, communication of results, etc.

# Weaknesses of CGIAR (1)

Unprompted, All Respondents, 2012

- Though research is seen as one of CGIAR's greatest strengths, it is also seen as one of its greatest weaknesses. This can be general:  
*"It's inability to consistently follow through with research project goals"*
- Specific to certain areas:  
*"inadequate research on sustainable, agro-ecological, organic agriculture"*
- Related to process and internal organisation:  
*"Uncoordinated research programs that don't sufficiently address social context of their research"*
- Or related to the way that CGIAR implements its findings:  
*"The inability of CGIAR to systemically implement its research findings in countries that need it through extension services, etc."*
- Underpinning much of this may be cultural and internal characteristics of CGIAR..  
*"Too much politics/bureaucracy."*
- Though many respondents cite resources as a strength, it is also seen as a major weakness. It is worth noting that CGIAR and the CRPs scored relatively poorly on fair allocation of funds, possibly a reflection of perceived internal politics and scarce resources.  
*"Funding of research has been going down over the years"*

Q5t. What do you see as the CGIAR's greatest weakness?

# Weaknesses of CGIAR (2)

Unprompted, All Respondents, 2012

- Related to constricted funding is reliance on short term donors, conditional funding, and too much deference to donors who, whilst vital, are prone to interfere.

*“Too much micromanagement by donors”*

*“Engagements in very short duration activities in deference to the dictates of donors!”*

- However, few see any chance of this dynamic altering soon, as CGIAR is seen as overcommitted and overstretched.

*“Wider coverage make them thin on the ground in some aspects”*

- Respondents may believe that leadership and structural issues prevent these challenges from being adequately addressed.

*“Lack of consistent leadership”*

*“Top down approach and relative impact, particularly in Africa.”*

- Over-centralisation and stifled communication seems to be a symptom of wider communication problems both within CGIAR and with end users and external stakeholders.

*“I think its weakness is its inability to make itself known. A communication problem.”*

*“Lack of communication and dissemination of in-time info to its very wide range of "end-users“”*

# Partnership Drivers Analysis



# Partnership Drivers Analysis: Methodology

- Drivers Analysis is a tool for understanding and managing perceptions. It is highly customised to the specific organisation and industry on which it is focused.
- In collaboration with CGIAR, GlobeScan developed a comprehensive set of 26 dimensions of partnership that comprise eight key performance indicators : Collaboration, Accessibility, Expertise, Communication, Transparency, Capacity Building, Research Outputs and Research Outcomes.
- The survey questionnaire asked respondents to rate the performance of CGIAR on each of these attributes.

## Applying Drivers Analysis

- **Performance:** We first examine perceptions of CGIAR's performance on each of the dimensions of partnership.
  - On the matrix, ratings are illustrated as a mean score on a 7-point scale, where 1 is "very poor" and 7 is "excellent."
  - It is important to note that the mean scores for the strategic matrix are only calculated on valid responses for each attribute. Where respondents are unable to provide a rating, this "don't know" response is not included in the mean score calculation.
- **Importance:** We then examine how important each dimension is in driving perceptions of successful and quality partnerships.
  - PLS regression is used with the partnership dimensions (Q8) as independent variables and a combination of satisfaction (Q6) and Quality (Q7) as dependent variables. The statistics in the output called "variable importance in the projection" are used to determine how important an attribute is in driving perceptions of successful and quality partnerships. The importance score for an attribute indicates how much of the variance in the dependent variables is explained by the individual attribute. The higher the score, the more variance it explains, and hence the more impact it has on the dependent variables; thus driving perceptions of partnerships.
- **Strategic matrix analysis:** examines perceptions of CGIAR's performance on each dimension in the context of how important it is in driving impressions of quality CGIAR partnerships.
  - Plotting the data on a matrix helps identify the best strategic options for building better partnerships, by showing where CGIAR can make the most significant improvement on stakeholder perceptions.

# Summary: Performance on Key Partnership Indicators

## Key Partnership Indicators

- Survey respondents – current, past, and potential partners – were asked to evaluate CGIAR across 26 dimensions of partnership that comprise eight key indicators of partnership: Collaboration, Accessibility, Expertise, Communication, Transparency, Capacity Building, Research Outputs and Research Outcomes.
  - Overall, CGIAR is perceived favourably across the key partnership indicators. CGIAR sees its strongest ratings on Expertise (i.e., sector, region knowledge), Research Outcomes (i.e., research addresses development challenges, results in outcomes), and Communication (i.e., outbound communications are timely and insightful).
  - The weakest perceptions of CGIAR are seen on Transparency (i.e., making complete and accurate information available, being accountable), and on Collaboration (i.e., working effectively, fair distribution of work and funding). While perceptions are mainly positive, it is these two areas where CGIAR sees its highest proportion of negative ratings – up to two in ten on Collaboration.
  - Perceptions are fairly consistent – in terms of rank order - across the geographies where CGIAR operates. However stakeholders in Asia tend to have the most favourable views of CGIAR, especially on the lower performing aspects (i.e., Transparency, Collaboration) .
  - Likewise, traditional research partner types (i.e., academics, national research institutes) also tend to have the most favourable perceptions of CGIAR's performance generally, likely a result of familiarity and experience with the organisations.



# Summary:

## Detailed Performance on Key Partnership Indicators

### Expertise

- **CGIAR is clearly recognized for its strong sector and geographic expertise, as well as its high-caliber staff.**
  - Dimensions related to Expertise comprise three of the top five attributes overall. Strong global expertise and strong sector-specific knowledge see the most favourable ratings (81% and 74% respectively). Innovation is also seen as a relative strength for CGIAR overall, with two-thirds of respondents rating the organisation favourably on this dimension.
  - Hiring and retaining high caliber-staff and having strong local knowledge are CGIAR's relative weaknesses within this category. Perceptions of CGIAR's local expertise are favourable among stakeholders in Asia, Europe, and North America, but opinions are substantially negative among African and Latin American partners (where 21% and 28%, respectively, hold negative opinions of CGIAR in this area).

### Research Outputs

- **CGIAR's research is considered to be a primary strength and thus the organisation is rated very favourably on conducting research that addresses the most important agricultural challenges (71%).**
  - However, perceptions are relatively weaker on delivering high quality research at the lowest cost and not duplicating efforts underway at other institutions (48% and 41%, respectively).
  - While lower performing across most stakeholder groups generally, National Research Institutes, Foundations, and stakeholders in Africa, Latin America, and Asia are much more likely to recognize the value proposition of CGIAR's research. (i.e., high quality research at low cost).
  - Duplication of efforts appears to be a challenge for CGIAR, especially among advanced research centers, development organisations and regional organisations.



# Summary:

## Detailed Performance on Key Partnership Indicators

### Research Outcomes

- **CGIAR is very favourably perceived to be delivering research outcomes, in terms of producing research that results in significant outputs and producing research outputs that are adopted to address development challenges.**
  - Respondents in Asia are once again especially favourable of CGIAR's current progress on outcomes, whereas those in Latin America tend to be the most cynical.

### Capacity Building

- **Another key strength for CGIAR is its role of convening multiple partners and facilitating their development and access to knowledge. CGIAR is favourably perceived for its ability to develop partner organisations with which it works.**
  - Within this category, respondents perceive CGIAR to be performing well on providing access to the best available knowledge and also for working to develop professional networks of partners (64% and 63%, respectively).
  - Respondents are less convinced of CGIAR's current ability to nurture knowledge and skills development, help partners be innovative, and helping organisations meet capacity development needs (53%, 52%, and 44%, respectively).
  - National agriculture research institutes and academics tend to have the most favourable perceptions of CGIAR's capacity development compared to those partner types with which CGIAR partners less frequently (i.e., NGOs, private sector, etc).
  - Regionally, respondents in the regions where CGIAR has many on-the-ground operations, tend to be more satisfied with CGIAR's capacity development initiatives compared to counterparts in the developed world (ie., North America and Europe).

# Summary:

## Detailed Performance on Key Partnership Indicators

### Communication

- **CGIAR receives generally favourable ratings from respondents for its outbound communications. External communications are considered to be both timely and insightful by moderate majorities (60% and 59%, respectively).**
  - Again, the results show that CGIAR's research partners (i.e., academics, research organisations) tend to express more favourable perceptions of CGIAR's communications, whereas other types of partners (i.e., development organisations, government, NGOs, private sector), see room for improvement.

### Transparency

- **Despite respondents' favourable perceptions of CGIAR's communication, respondents are less convinced of the transparency of the organisation.**
  - Just about half of respondents rate CGIAR favourably on demonstrating accountability of all of its actions and decisions (52%). Perceptions are mixed by partner type – more favourable perceptions are seen among Academia, Foundations, national research institutes, and among respondents in Asia, Africa, and Latin America.
  - Respondents are especially critical of the organisation in terms of making complete and accurate information available about its internal processes, budgets, activities, and objectives. This is one of the weakest performing of all dimensions related to partnership (41%). Twenty percent of respondents overall (up to 39% among Foundations), rate CGIAR negatively on transparency.
  - Perceptions of CGIAR's accountability have improved from 2006, but there has been a small decline in the perception that CGIAR makes complete and accurate information available about its internal processes, budgets, activities and objectives.

# Summary:

## Detailed Performance on Key Partnership Indicators

### Accessibility

- **CGIAR is perceived generally favourably when it comes to being accessible. Ensuring the right people and information are easily accessible and being responsive to partners' needs are areas where CGIAR receives moderately favourable ratings (56% and 51%, respectively).**
  - Research partners, especially those in Asia, tend to be more satisfied with CGIAR's performance in this area.
  - Perceptions that CGIAR is responsive to its partners' needs have remained stable from 2006.

### Collaboration

- **Despite CGIAR's role of convening and uniting multiple organisations, perceptions of the organisation are weakest in the area of Collaboration.**
  - While CGIAR sees modest ratings on working effectively with partners (60%), respondents are less convinced of the organisation's performance in fairly sharing credit, workloads, and budgets (47%, 46%, 34%, respectively), and involving partners in key decision making (41%). In fact, there has been a decline among those that think CGIAR involves partners in decision-making from 2006.
  - However, academic and national agriculture research partners do tend to express some of the highest levels of satisfaction with CGIAR compared to other groups. International agriculture research centers, development organisations, NGOs, and international/regional organisations tend to be generally more critical.
  - Involvement in decision-making and fair distribution of funding are the two areas where respondents are the most negative towards CGIAR (average 26% negative ratings) and key areas for CGIAR to address.

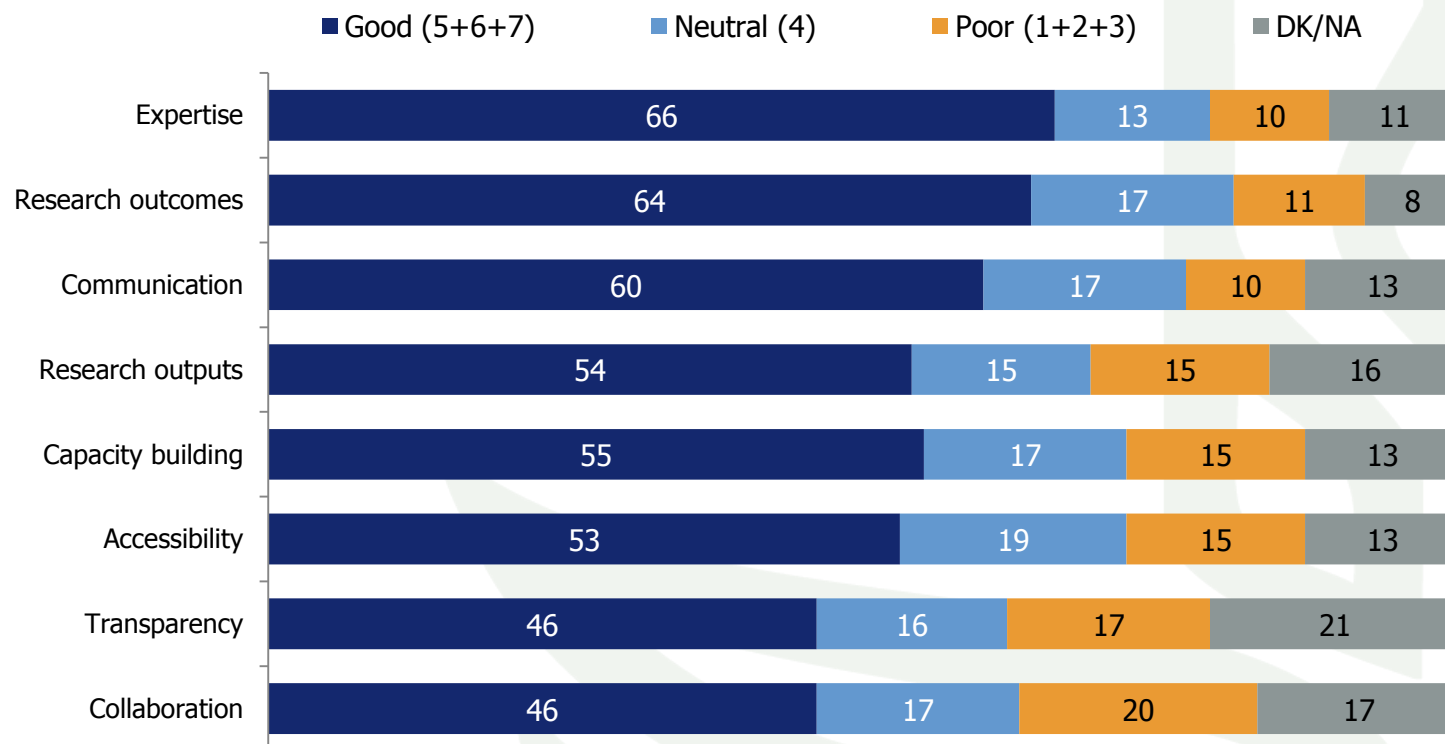
# Partnership Dimensions Grouped by Performance Indicator

Indicator	Partnership Dimension
<b>Collaboration</b>	Working effectively with its partners
	Fairly sharing workload and responsibilities with partners
	Meaningfully involving partners in important decision-making
	Sharing credit for the success of projects
	Distributing funding fairly
<b>Accessibility</b>	Ensuring the right people and information are easily accessible
	Being responsive to the needs of partners and clients
<b>Expertise</b>	Being innovative
	Hiring and retaining high-caliber staff
	Having strong global expertise
	Having strong local expertise
	Having strong sector-specific knowledge
<b>Communication</b>	External communications are timely
	External communications are insightful

Indicator	Partnership Dimension
<b>Capacity Building</b>	Helping partners and others to be innovative
	Facilitating access to the best available knowledge
	Helping my organisation achieve its capacity development needs
	Nurturing skills and knowledge development among its partners
	Developing professional networks of partners
<b>Transparency</b>	Demonstrating accountability for all of its actions and decisions
	Making complete and accurate information available about its internal processes, budgets, activities, and objectives
<b>Research Outputs</b>	Delivering high quality research at the lowest possible cost
	Not duplicating efforts underway in other research institutions
	Conducting research that addresses the most important agricultural challenges
<b>Research Outcomes</b>	Producing research that results in significant outputs
	Producing research outputs that are adopted to address development challenges

# Summary of Key Performance Indicators: CGIAR Partnership

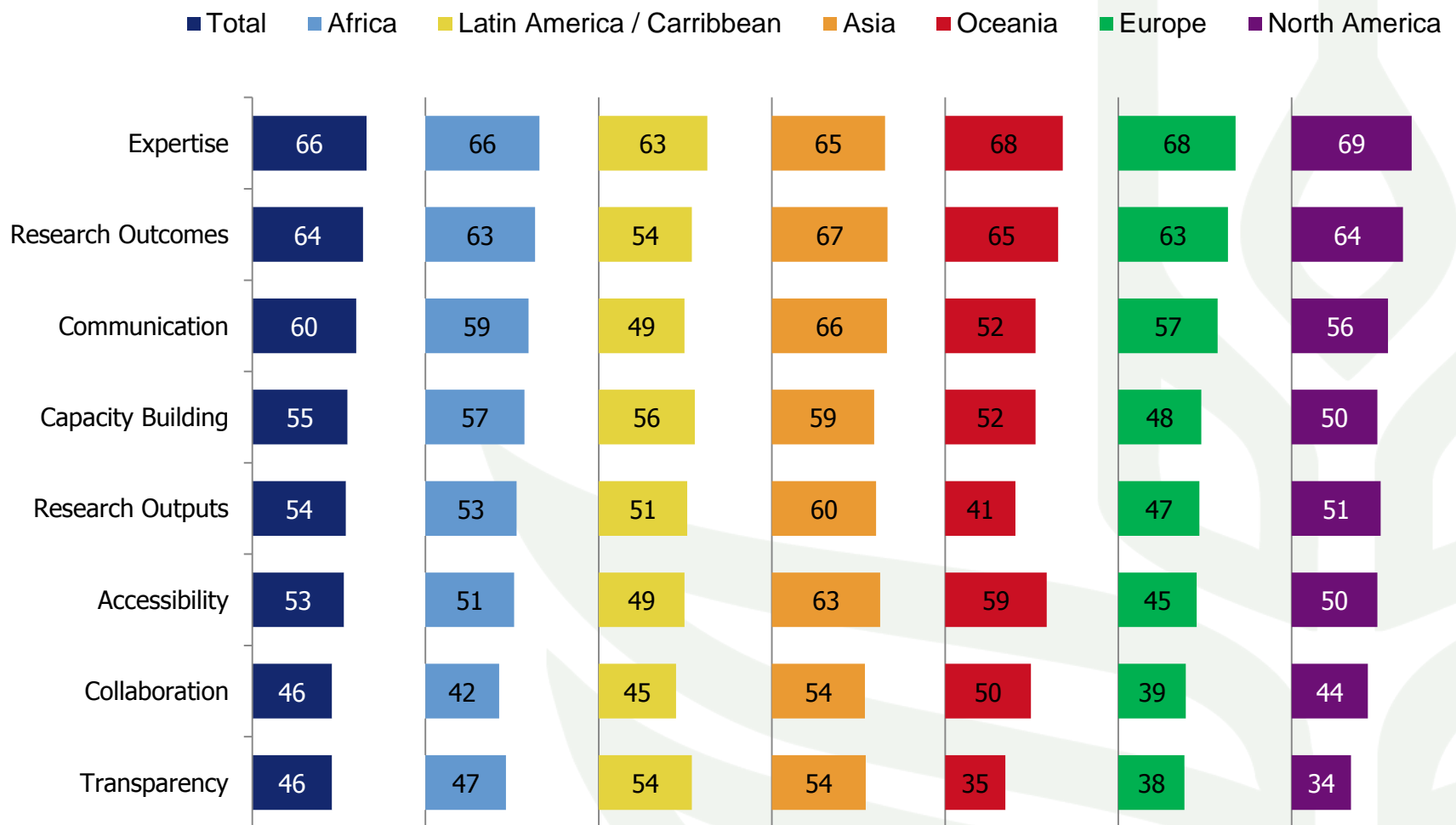
Favourable Ratings (Top 3 Boxes), All Respondents, 2012



Q8. We would now like to ask you several questions about specific aspects related to partnerships. Please rate the performance of the CGIAR to date in each of the following areas. *Please use a scale of 1 to 7, where 1 means “very poor” and 7 means “excellent.”*

# Summary of Key Performance Indicators: CGIAR Partnership

Favourable Ratings (Top 3 Boxes), by Region, 2012

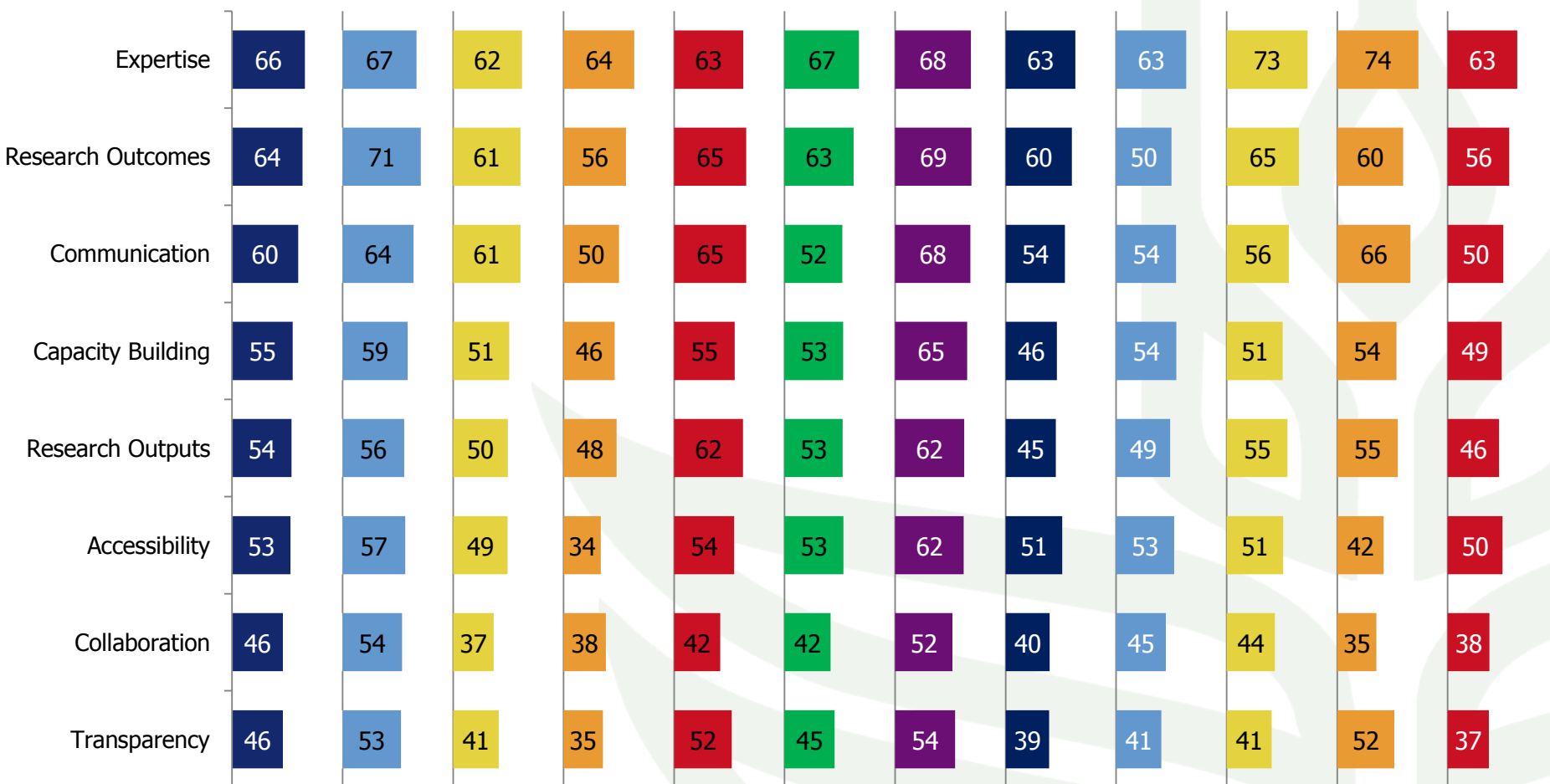


Q8. We would now like to ask you several questions about specific aspects related to partnerships. Please rate the performance of the CGIAR to date in each of the following areas. *Please use a scale of 1 to 7, where 1 means "very poor" and 7 means "excellent."*

# Summary of Key Performance Indicators: CGIAR Partnership

Favourable Ratings (Top 3 Boxes), by Partner Type, 2012

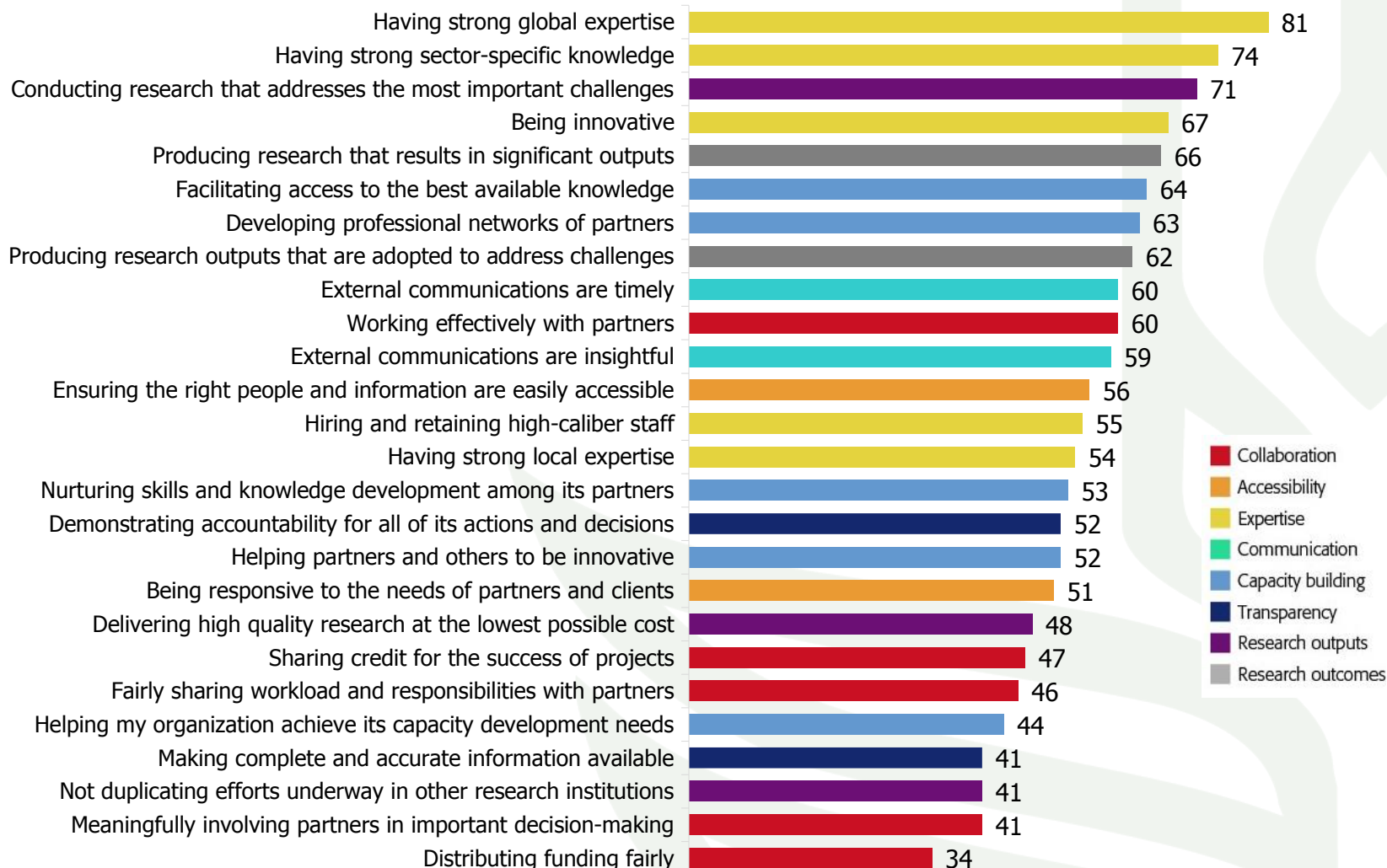
■ Total ■ Academic ■ Int'l Agriculture Research ■ Development Org. ■ Foundation ■ Government ■ NARI ■ NGO ■ Private ■ International Org. ■ Regional Org. ■ Other



Q8. We would now like to ask you several questions about specific aspects related to partnerships. Please rate the performance of the CGIAR to date in each of the following areas. *Please use a scale of 1 to 7, where 1 means "very poor" and 7 means "excellent."*

# CGIAR's Performance on Partnership Dimensions

Favourable Ratings (Top Three Boxes), All Respondents, 2012

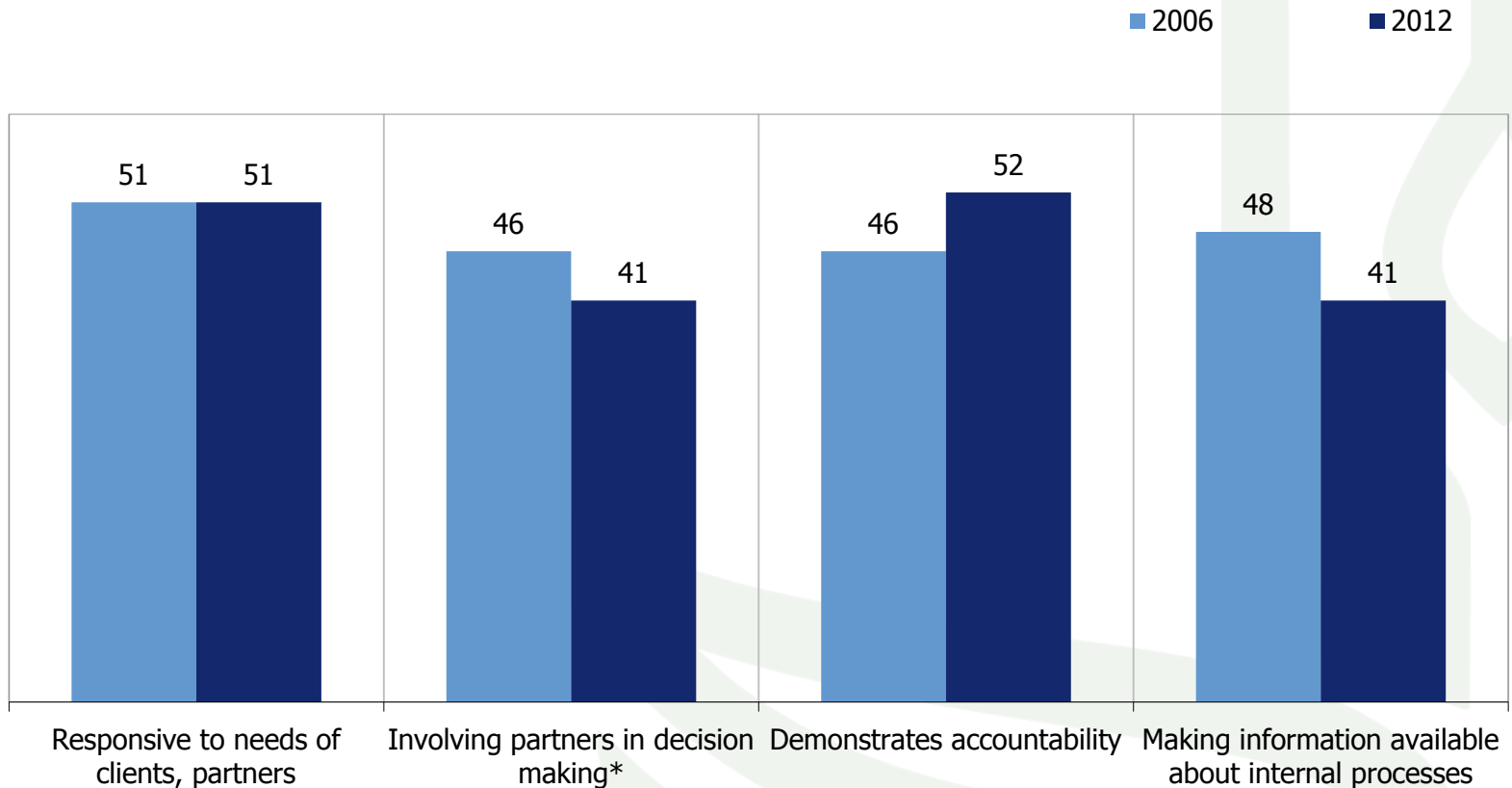


Q8. We would now like to ask you several questions about specific aspects related to partnerships. Please rate the performance of the CGIAR to date in each of the following areas.



# Tracking Partnership Performance

Favourable Ratings (Top Three Boxes), All Respondents, 2006–2012



\*Question asked in 2006: "The CGIAR takes into consideration the views of partners and clients in its decision-making"

Q8. We would now like to ask you several questions about specific aspects related to partnerships. Please rate the performance of the CGIAR to date in each of the following areas. *Please use a scale of 1 to 7, where 1 means "very poor" and 7 means "excellent."* (2012)

Q16. Next, with respect to the performance of CGIAR as a whole, please indicate to what extent you agree or disagree with each of the following statements. (2006)

# Importance of Partnership Dimensions in Driving Perceptions of CGIAR Partnerships

## Importance

- Dimensions related to Collaboration and Accessibility are currently the most important in driving perceptions of quality partnerships among CGIAR stakeholders.
  - Working effectively with partners is the most important driver of partnerships. Being responsive to needs, fairly sharing workload and responsibilities, and meaningfully involving partners in important decision making are also essential in driving perceptions of high quality and satisfaction with partnerships.
  - Demonstrating strong performance in these areas will have the most significant impact on perceptions of quality and satisfaction with CGIAR.
- Capacity Development – helping organisations to achieve their capacity development needs, nurturing skills and knowledge development, and helping partners to be innovative and developing professional networks – is also a relatively important aspect of partnership, along with demonstrating accountability, not duplicating efforts, sharing credit for success, and fair distribution of funding are also important elements of partnership.
- While no dimensions are considered as unimportant, there are areas that have a relatively weaker impact on overall perceptions compared to others.
  - Currently, dimensions relating to Expertise and Communications have the weakest impact of all indicators in driving perceptions of partnerships. This includes having strong regional expertise, high-caliber staff, and timely and insightful communications.
  - Research Outputs and Outcomes are also weaker drivers of quality partnerships among CGIAR partners, relative to other areas.

# Importance of Partnership Dimensions

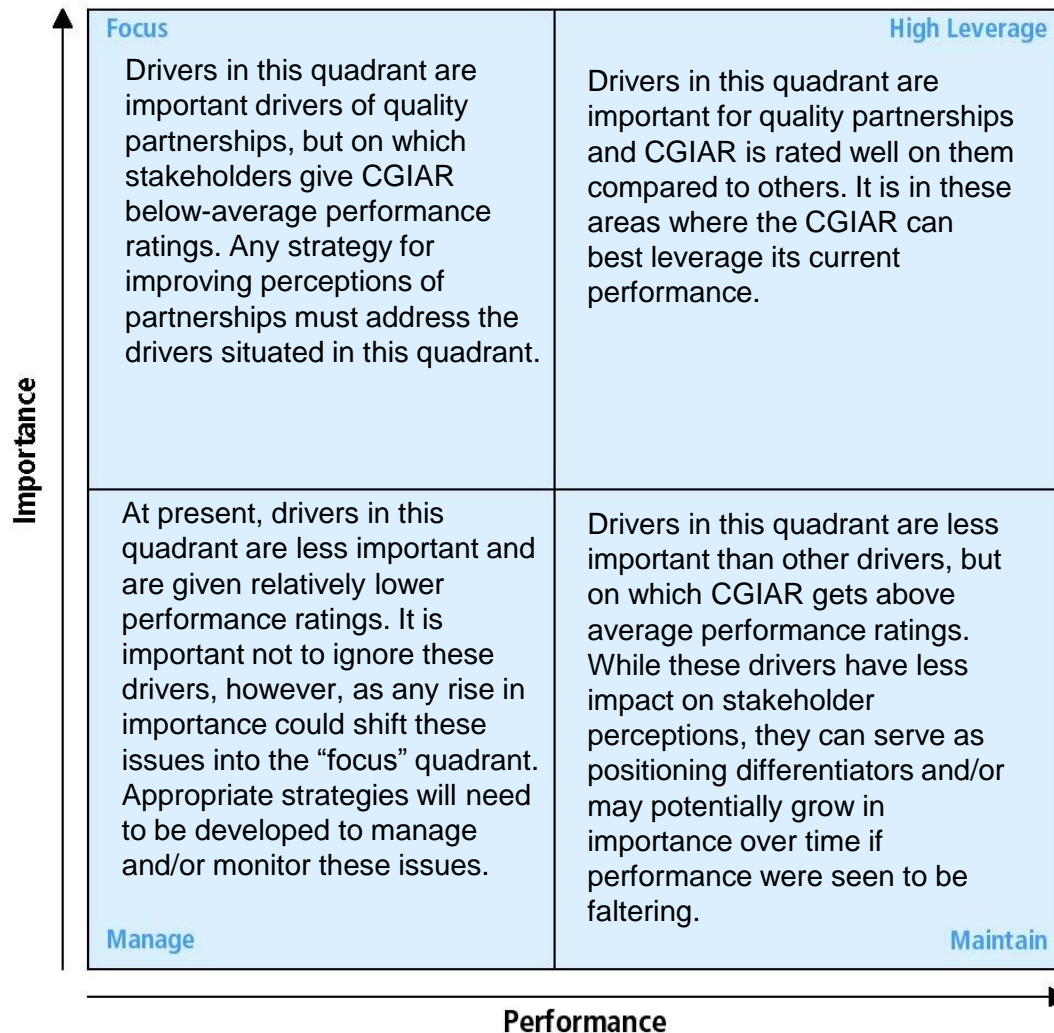
Rank order of Importance, 2012

Rank	Top 13 Dimensions
1	Working effectively with its partners
2	Being responsive to the needs of partners and clients
3	Fairly sharing workload and responsibilities with partners
4	Meaningfully involving partners in important decision-making
5	Ensuring the right people and information are easily accessible
6	Helping my organisation achieve its capacity development needs
7	Nurturing skills and knowledge development among its partners
8	Helping partners and others to be innovative
9	Demonstrating accountability for all of its actions and decisions
10	Not duplicating efforts underway in other research institutions
11	Sharing credit for the success of projects
12	Developing professional networks of partners
13	Distributing funding fairly

Rank	Bottom 13 Dimensions
26	Having strong sector-specific knowledge
25	Hiring and retaining high-caliber staff
24	External communications are timely
23	Delivering high quality research at the lowest possible cost
22	External communications are insightful
21	Conducting research that addresses the most important agricultural challenges
20	Having strong local expertise
19	Being innovative
18	Producing research that results in significant outputs
17	Having strong global expertise
16	Facilitating access to the best available knowledge
15	Producing research outputs that are adopted to address development challenges
14	Making complete and accurate information available about its internal processes, budgets, activities, and objectives



# Strategic Matrix: Drivers of Partnership Importance vs Performance



# Summary:

## Strategic Matrix: Drivers of Partnership

### High Leverage

- CGIAR's partnership strengths are those drivers in the upper-right quadrant. Dimensions in this area are important for driving overall perceptions of quality and satisfaction and are areas where CGIAR is perceived to be performing well.
- Presently, working effectively with partners, ensuring the right people and information are easily accessible, and developing partner networks are CGIAR's greatest strengths when it comes to partnerships. Continuing to demonstrate strong performance and leveraging these areas will positively benefit partnerships.
- It should be noted that an ideal matrix would contain about half of the dimensions in the top-right matrix, and the other half in the bottom left (i.e., drivers that CGIAR is performing well on are also important, and drivers that are relatively lower in importance are less significant drivers of partnership). On CGIAR's current strategic matrix, the inverse is true – relatively weaker performing areas are considered to be most important (top-left) and the well-performing areas have a weaker influence on perceptions, relative to others (bottom-right).

### Focus

- Areas where there is the greatest opportunity for CGIAR to improve perceptions are on those dimensions in the upper-left quadrant. It is in these areas where CGIAR sees below average performance ratings, yet they are critical to driving perceptions of satisfactory partnerships. They are currently risk areas for CGIAR.
- While performance in these areas is not necessarily 'weak' – all dimensions have a mean rating between '4' and '5' on a 7-point scale. CGIAR should address these areas in order to improve stakeholder perceptions.
- Collaboration, Transparency, and Capacity Building are the main areas for CGIAR to focus on – all or most of the dimensions related to these areas fall into this quadrant (i.e., being responsive to partner needs, involving partners in decision-making, fairly sharing workload, nurturing skills development, helping to innovate, being accountable, and transparent, etc.)

# Summary:

## Strategic Matrix: Drivers of Partnership

### Maintain

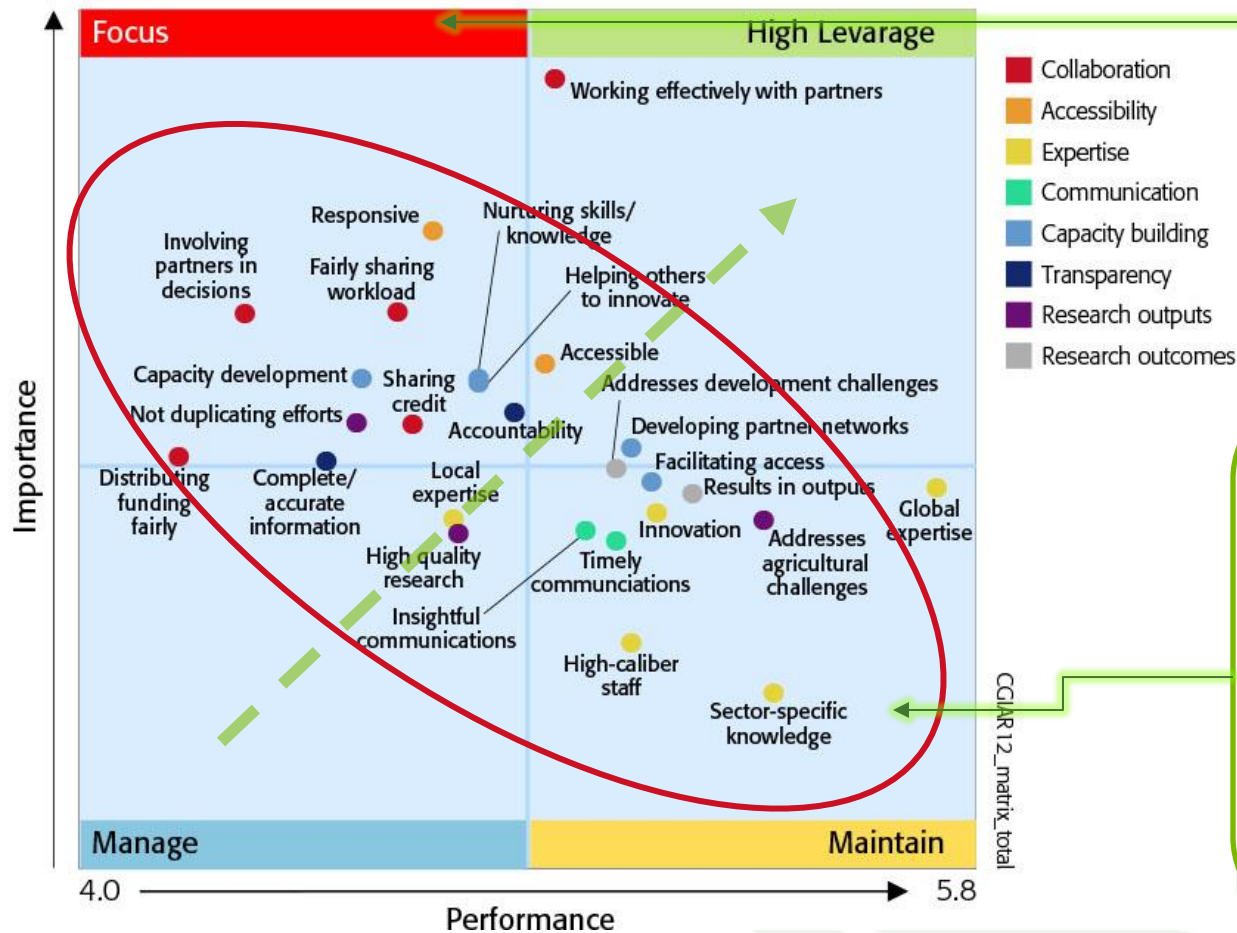
- Dimensions in this bottom-right quadrant are areas of stronger performance for CGIAR, but strong performance in these areas does not as strongly influence partnership perceptions relative to other areas. In this quadrant we see dimensions relating to Research Outputs and Research Outcomes, Expertise, and Communication.
- CGIAR should work to maintain stakeholders' already favourable impressions in these areas.

### Manage

- CGIAR sees below average performance and importance ratings on having strong local expertise and producing high quality research at the lowest possible cost.
- These areas currently have a low impact on partnership satisfaction relative to others. However, CGIAR should not overlook these factors as they could become 'focus' areas if CGIAR is perceived to be doing little to address them.

# Drivers of Partnership

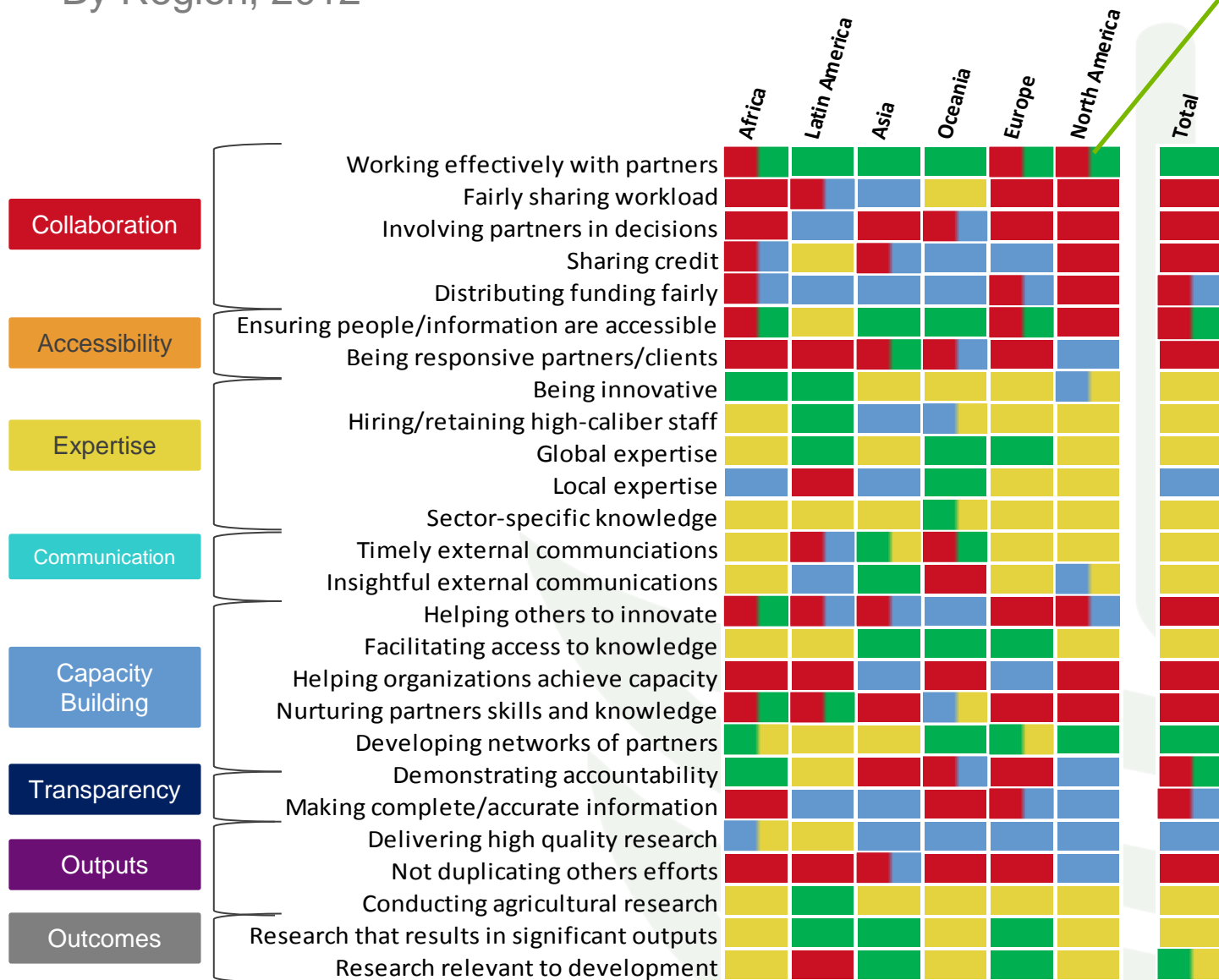
All Respondents, 2012



CGIAR performs well on process-related aspects of partnerships: Expertise, Research Outputs and Outcomes, Communication. However, the most critical drivers are those relating to relationship building: Collaboration, Accessibility, Capacity Building, Transparency. These are all areas on which stakeholders believe CGIAR needs to focus on to improve partnerships.

# Summary of Partnership Drivers

By Region, 2012



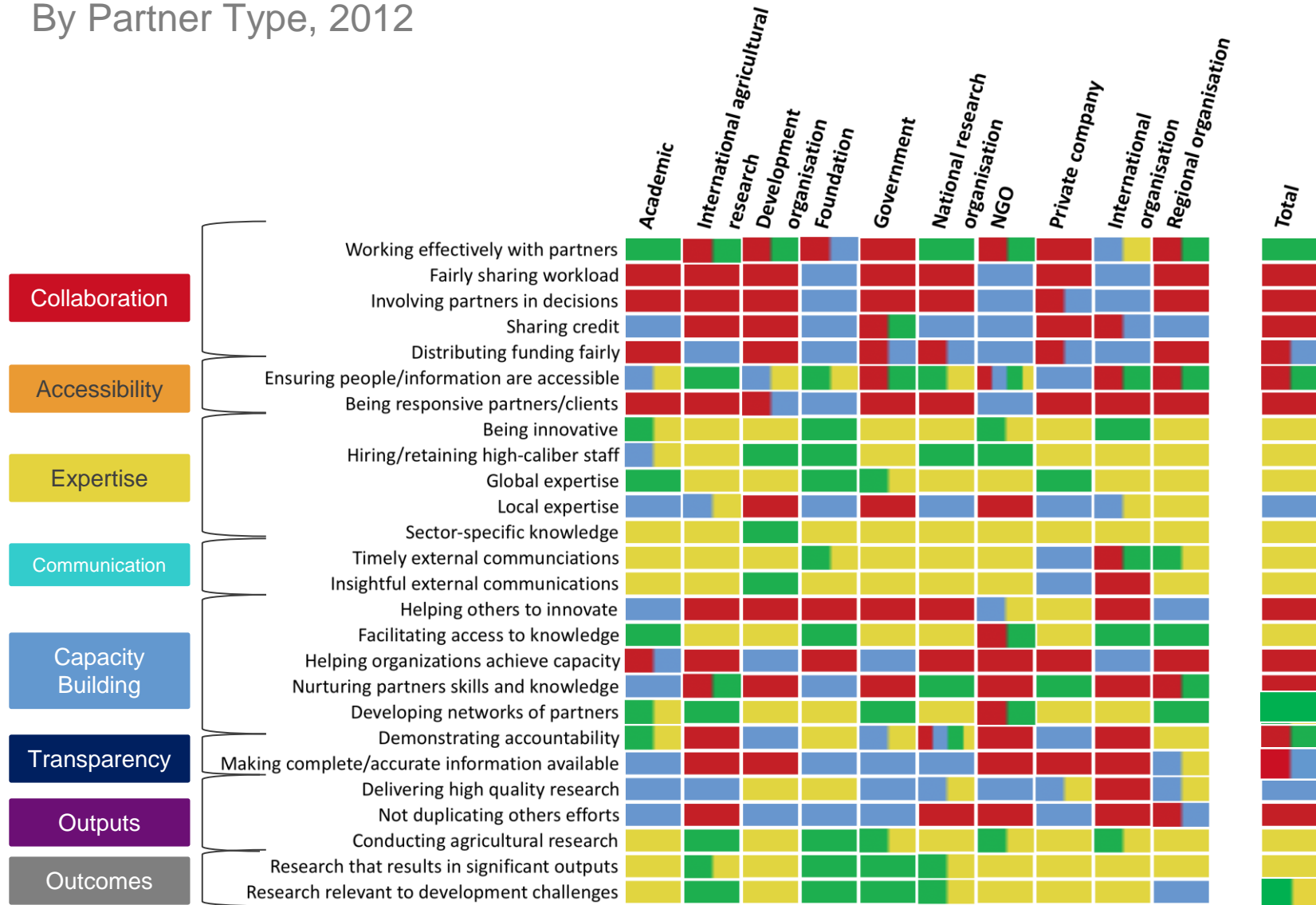
Split cells are used when a driver is sitting on the cusp of two or more quadrants in the strategic matrix.

This dashboard allows CGIAR to understand how its strengths and weaknesses vary by region. CGIAR can use these insights for targeted action and response in its operating regions. Generally, perceptions are fairly consistent across the regions, with some minor variation. For example, working effectively with partners is considered as high-leverage overall, but its position on the matrix suggests that it is a borderline focus driver in Africa, Europe and North America. Given it is the most important driver, CGIAR should work to improve perceptions on it in all regions.



# Summary of Partnership Drivers

By Partner Type, 2012



High Leverage Maintain Manage Focus

GLOBESCAN

# Summary: Influential Partners

## Most important partners

- **In order to achieve its development outcomes, partners feel that national agriculture research institutes and academics are the most important groups for CGIAR to partner with.**
  - Four tiers of partners and potential partners fall out in the data - the groups most frequently seen as important include NARIs and academics. Second to these important groups are International Agriculture Research Centers and farmers. The third tier includes downstream and implementation partners: government, development organisations, and national institutes for extension services.

## Influence

- **All stakeholders influence one another to a certain extent. However, it is clear that there are dominant channels of influence among certain stakeholder groups. Specifically, international agriculture research centers, national agricultural institutes and academics have the strongest influence on partner opinions of CGIAR.**
  - Despite their lower representation in the sample, international agriculture research centers are among the most influential groups. It is important to note that respondents in this category had some of the weakest perceptions of CGIAR – especially on Collaboration and Research Outputs. It is because of this that CGIAR should strive to better understand what is driving weaker perceptions among this group to avoid less favourable perceptions filtering down and negatively impacting perceptions among other partners groups. International agriculture research centers are a significant influencer of private sector companies, NGOs, and national agricultural research centers, as well as other similar international organisations.
  - Academia and national research institutes are also a common source of influence among all groups. Ensuring that perceptions among these partners remain positive, but also improving perceptions in weaker performing areas may indirectly impact opinions among other groups.

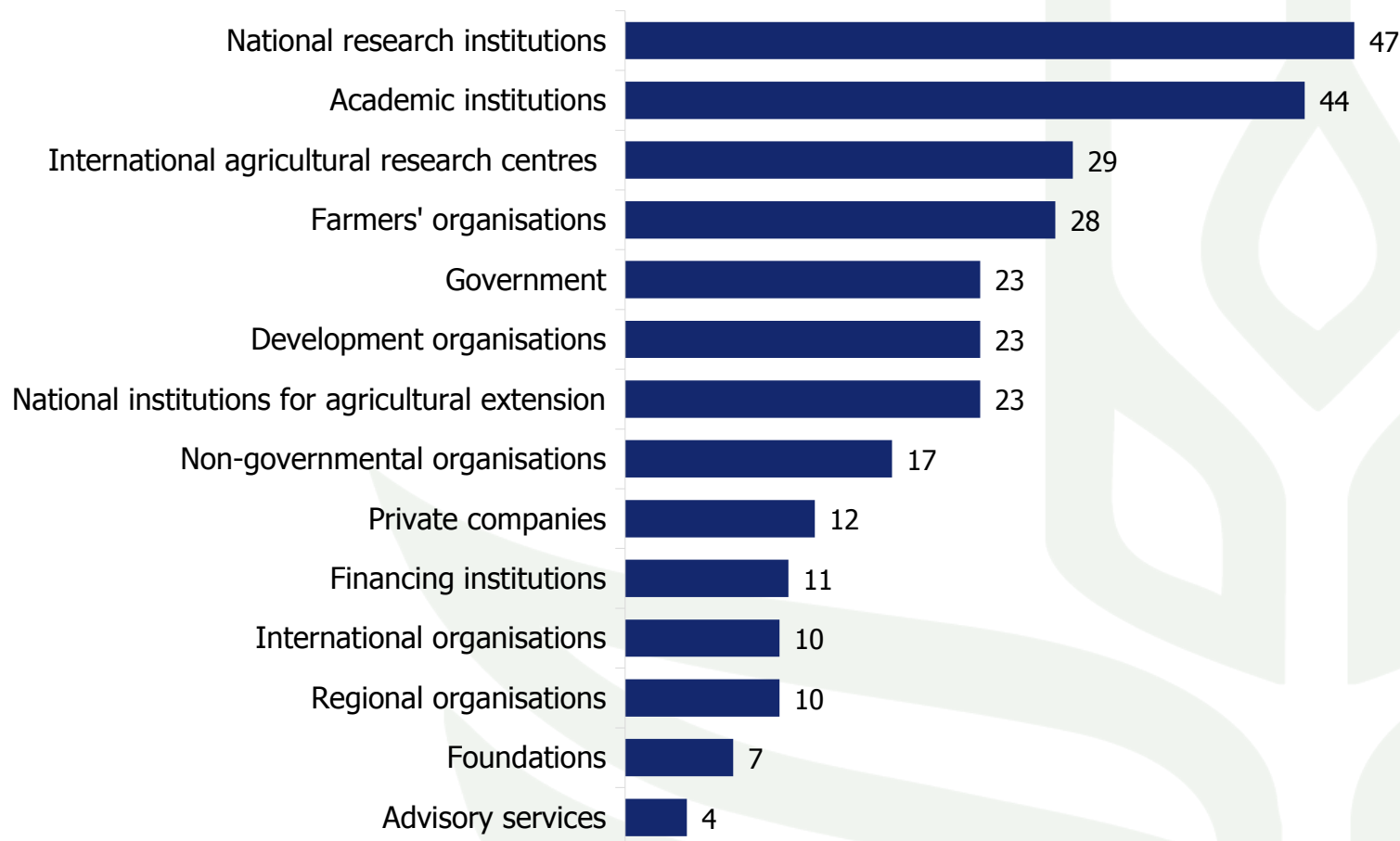
# Summary: Influential Partners

## Influential Organisations on ARD

- FAO, World Bank, CGIAR (including mentions of specific Centers), Bill & Melinda Gates Foundation, IFAD are considered to be the most influential organisations on agriculture research for development. In total, respondents mentioned more than 400 specific organisations that are considered to be influential in ARD.

# Most Important Organisations for CGIAR to Partner With

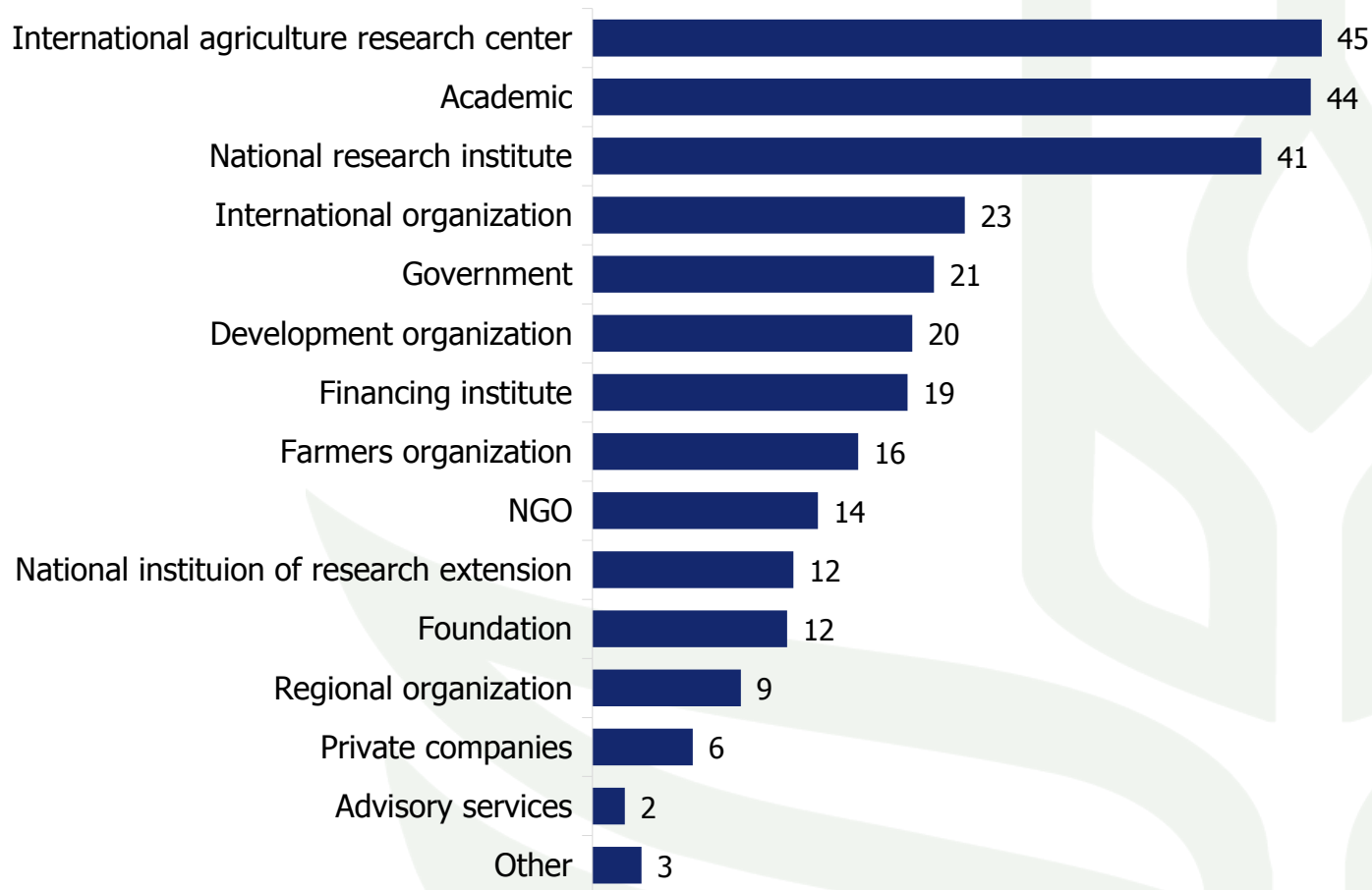
All Respondents, Total Mentions, 2012



Q14. Please select up to three organisations (other than the CGIAR, CGIAR Research Programs and Centers) or types of organisations that you think are the most important for CGIAR to partner with to help it achieve its development outcomes.

# Most Influential Organisations in Determining CGIAR Reputation

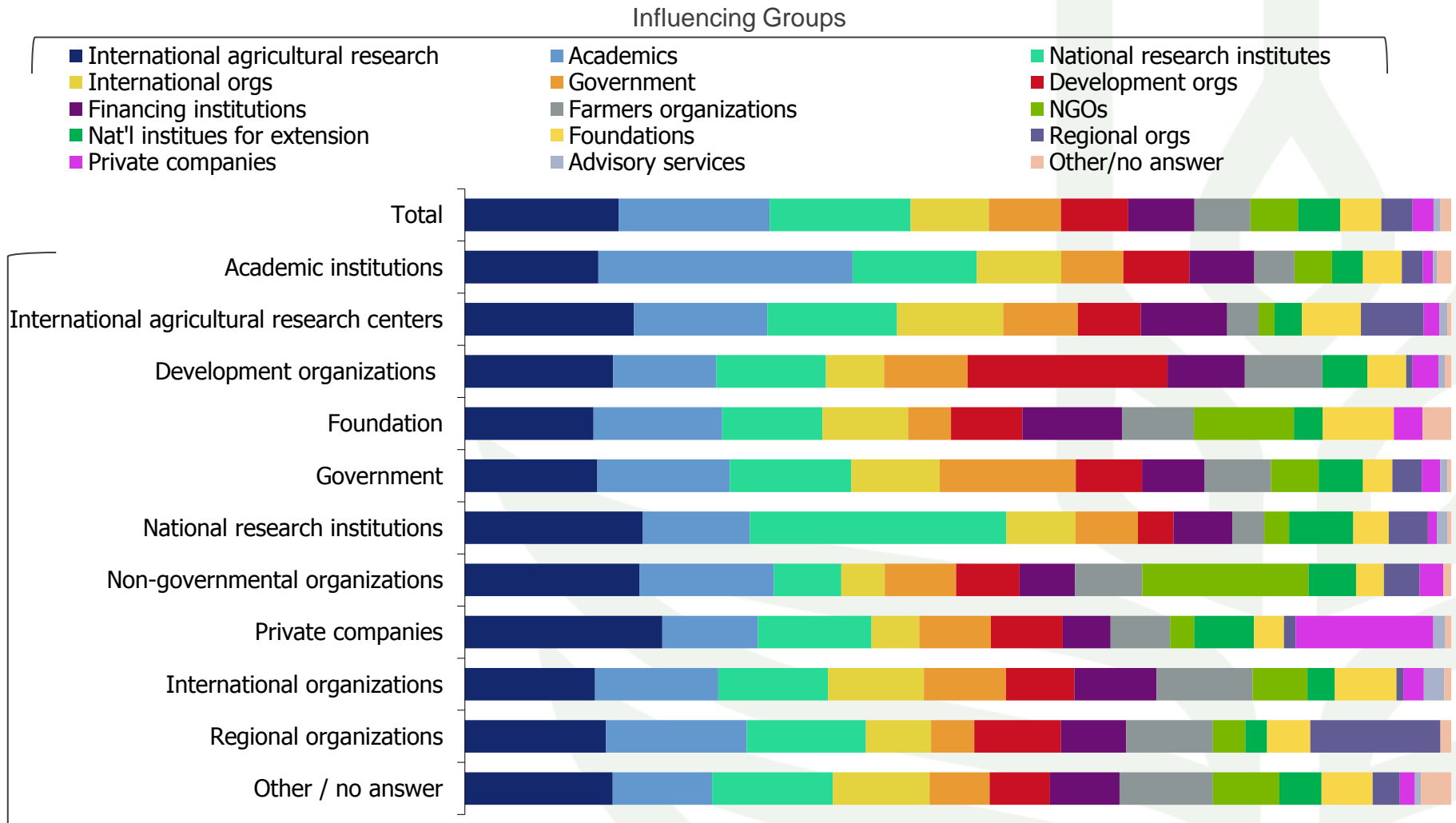
All Respondents, Combined Mentions, 2012



# Most Influential Organisations in Determining CGIAR Reputation

All Respondents, 2012

This chart is based on combined mentions rescaled to equal 100%. The coloured bars represent groups that can influence CGIAR's overall reputation. The rows represent the surveyed groups. The length of the coloured bar represents the extent to which the influencing group is mentioned by the particular partner type.



Note: The "influencing groups" in this chart were offered as response options. It is possible that other groups might influence the views of people who were interviewed.

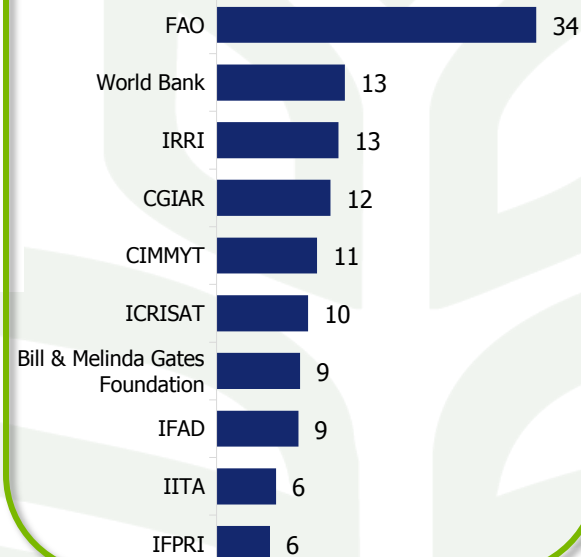
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# Most Influential International Organisations in Agriculture Research Development

All Respondents, 2012



**Top 10 Organizations  
Frequency of Mentions (%)**



Q25. Please list up to three international organisations that you believe are the most influential in Agriculture Research for Development (ARD).

# Summary: Communications

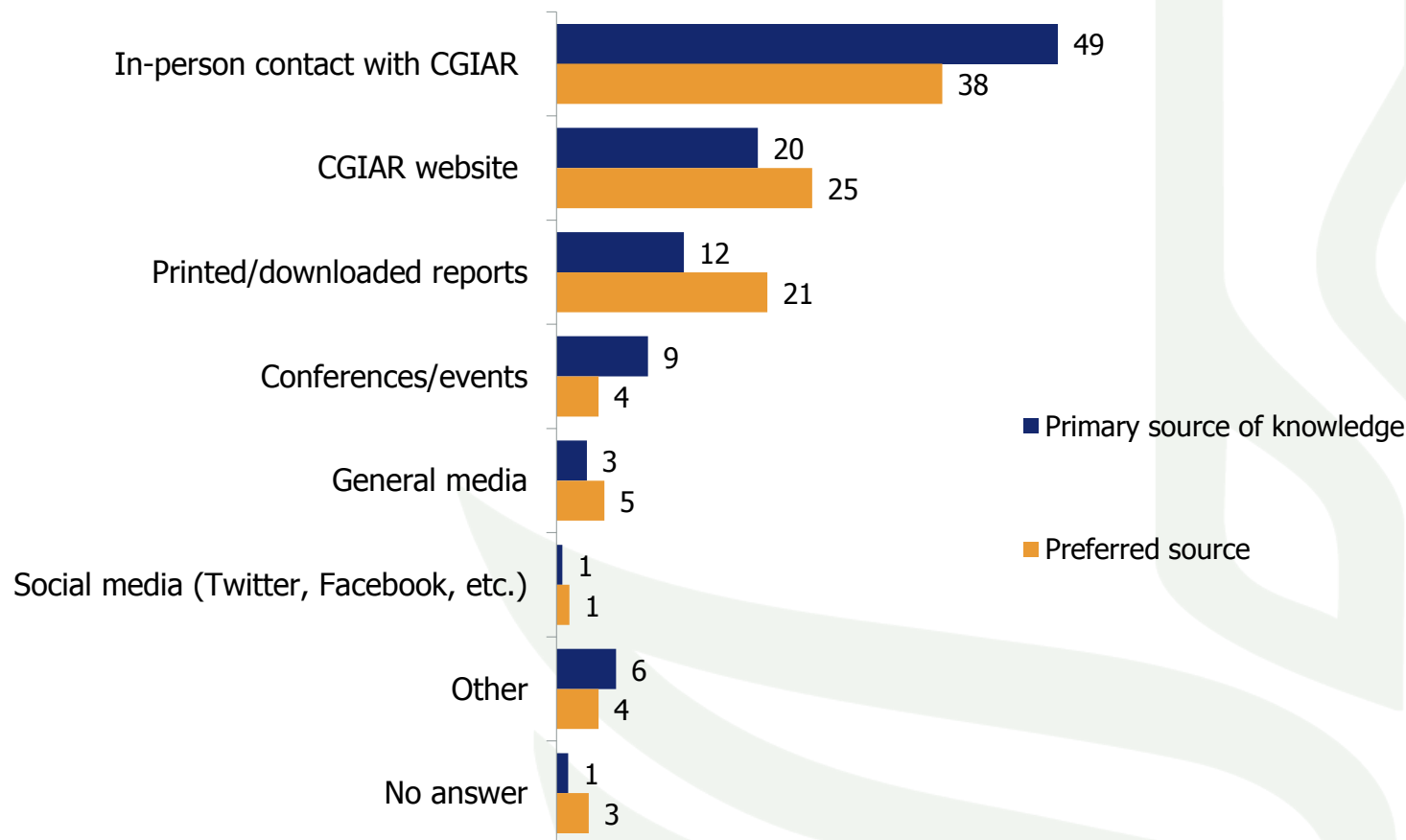
## Communications

- **Overall, CGIAR's Communications are a relative strength of the organisation, in terms of being considered timely and insightful. However, there is some discrepancy between how partners currently learn and collect information about CGIAR and how they would prefer to receive CGIAR communications.**
  - While in-person contact with CGIAR representatives is the most common source of information for partners, it is actually preferred as a source by fewer people. While direct contact is the preferred mode overall, the results suggest that partners are increasingly interested in opportunities that allow them to receive CGIAR communications from its website and from downloaded reports.
  - The biggest gap between actual and preferred sources of information is in the Americas. In both cases, the largest proportion of people get their information in person, whilst many more respondents would prefer to access information through printed reports than who actually do.
  - Conferences appeal to and are a preferred source for learning about CGIAR by those partner types that are less frequently involved with CGIAR, as well as among potential partners – i.e., NGOs, private sector, international and regional organisations.



# Primary Source of CGIAR Information and Preferred Channels

All Respondents, 2012

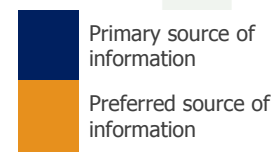


Q11. What is the primary source from which you learn about the CGIAR? *Please select one.*

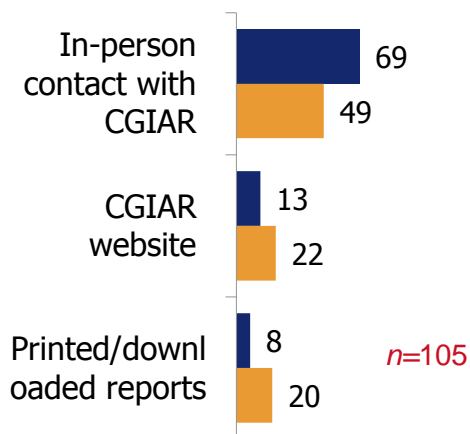
Q12. From which source do you prefer to receive communications from the CGIAR? *Please select one.*

# Primary Source of CGIAR Information and Preferred Channels

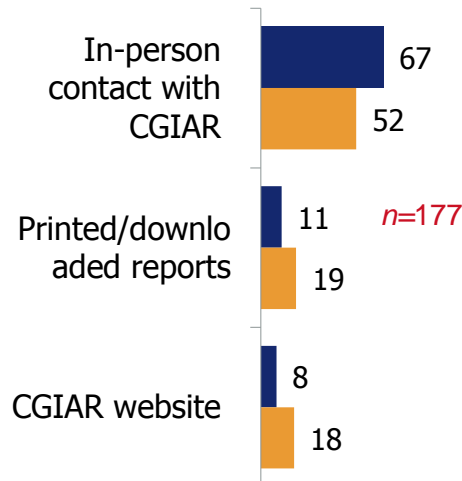
All Respondents, by Region, 2012



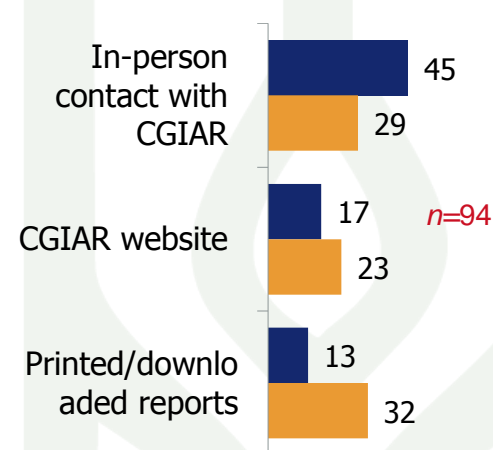
## North America



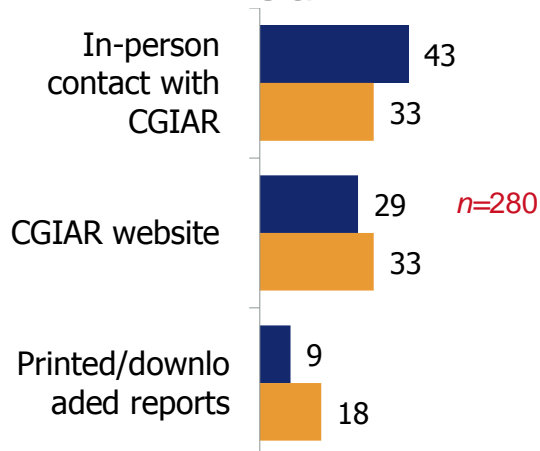
## Europe



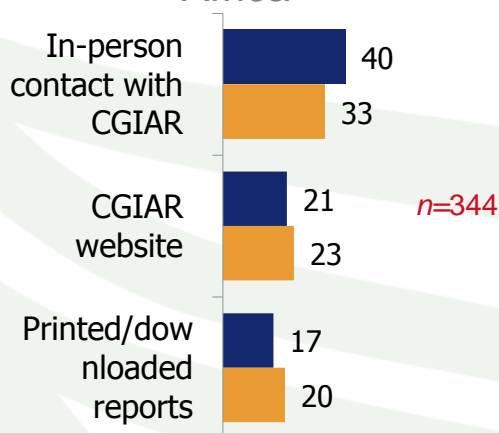
## Latin America



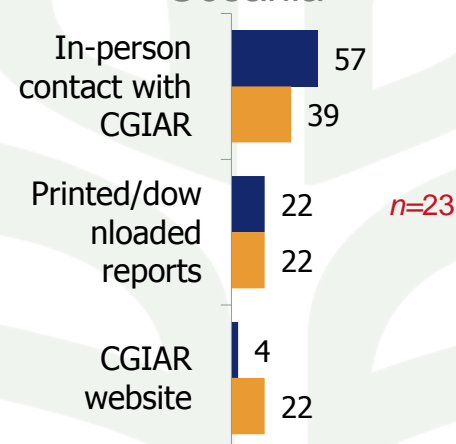
## Asia



## Africa



## Oceania

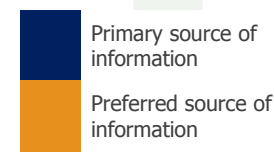


Q11. What is the primary source from which you learn about the CGIAR? Please select one.

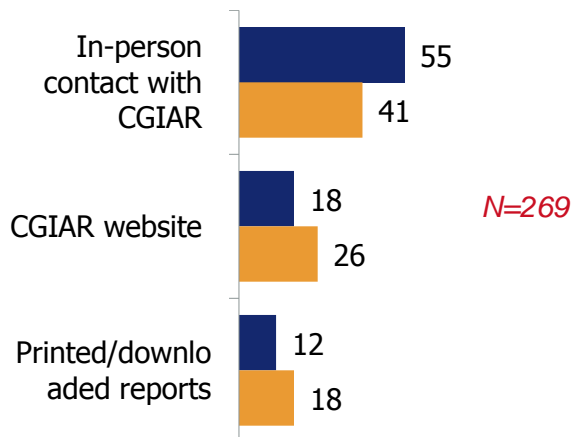
Q12. From which source do you prefer to receive communications from the CGIAR? Please select one.

# Primary Source of CGIAR Information and Preferred Channels

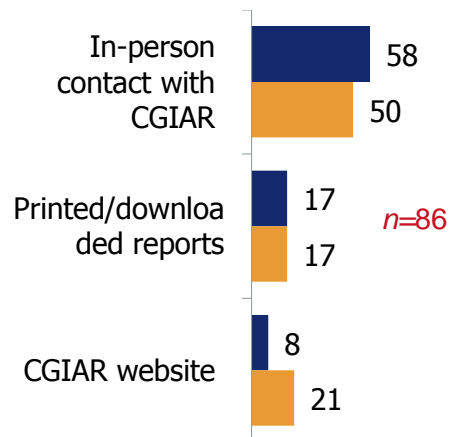
All Respondents, by Partner Type, 2012



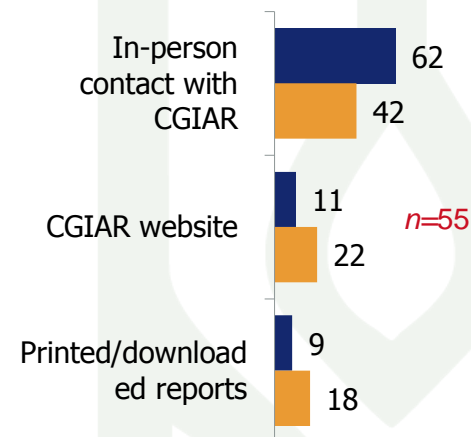
## Academic institutions



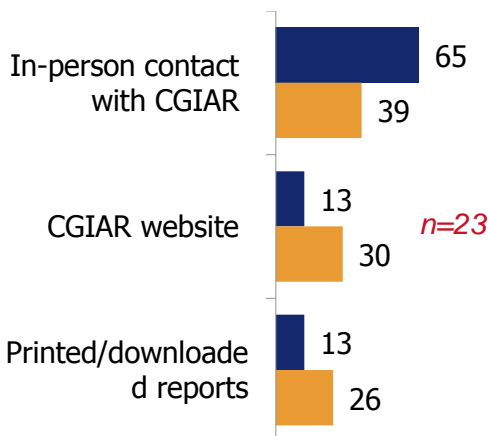
## International agricultural centre



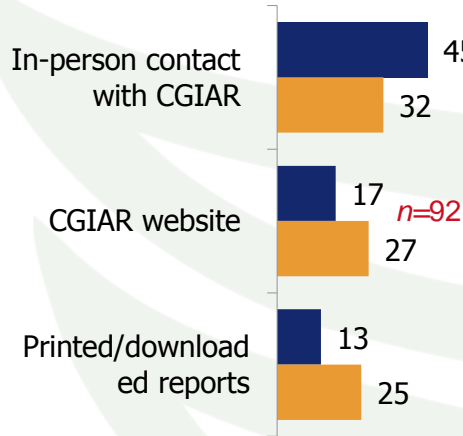
## Development organisations



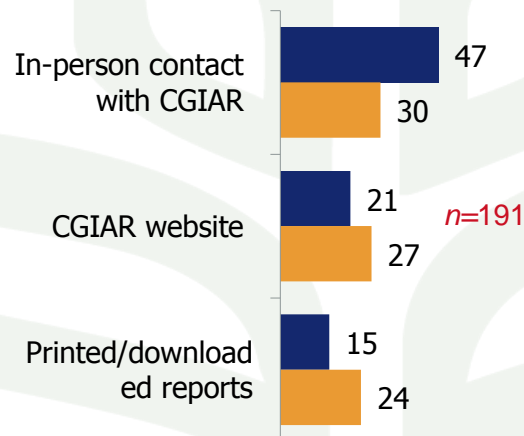
## Foundation



## Government



## National research institution



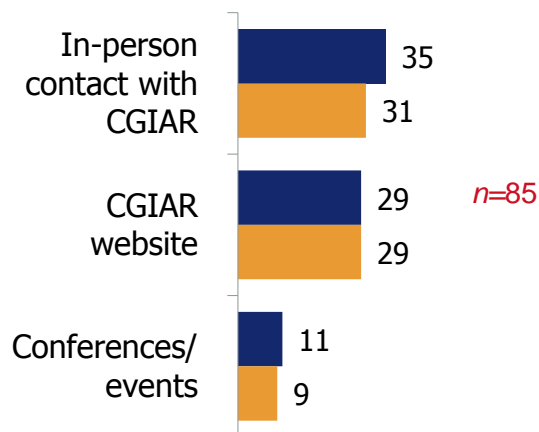
Q11. What is the primary source from which you learn about the CGIAR? *Please select one.*

Q12. From which source do you prefer to receive communications from the CGIAR? *Please select one.*

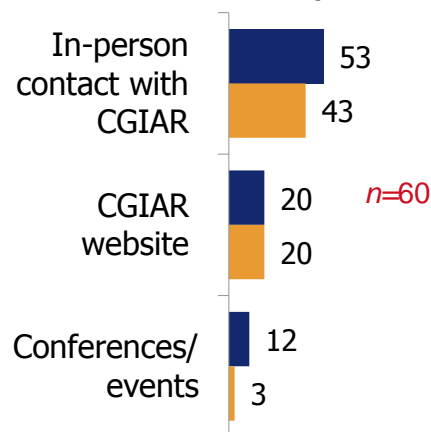
# Primary Source of CGIAR Information and Preferred Channels

All Respondents, By Partner Type, 2012

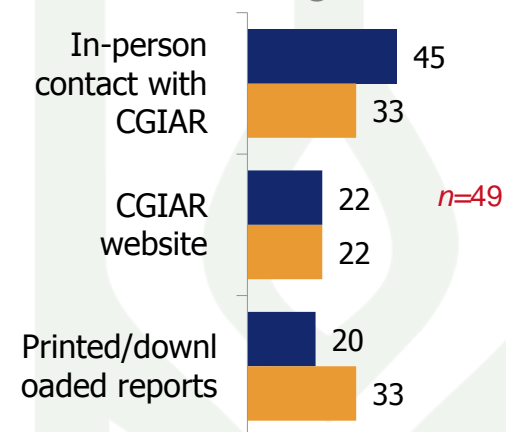
## NGOs



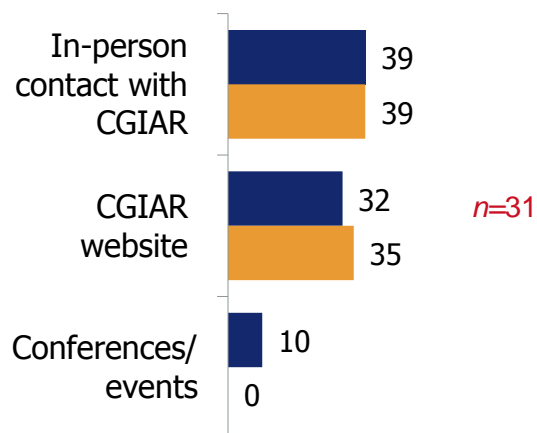
## Private companies



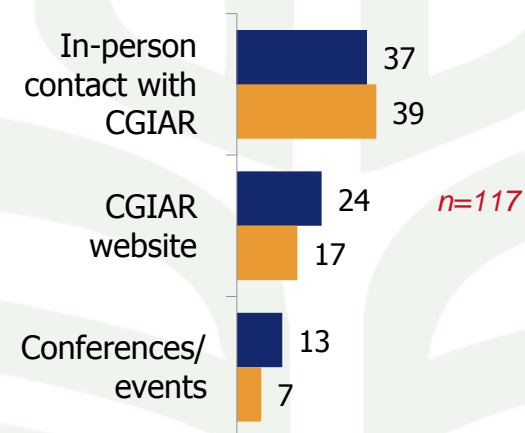
## International organisations



## Regional organisations



## Others



Q11. What is the primary source from which you learn about the CGIAR? *Please select one.*

Q12. From which source do you prefer to receive communications from the CGIAR? *Please select one.*



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